

Brown
a day
horses

Austria	20.250	Belgium	20.250	Portugal	20.250	Spain	20.250
Belgium	20.250	Iraq	20.250	Poland	21.10.00	Croatia	20.250
Greece	20.250	Italy	20.250	Portugal	20.250	Denmark	20.250
Cyprus	20.250	Latvia	20.250	Spain	20.250	Finland	20.250
Denmark	20.250	Lithuania	20.250	Slovenia	20.250	Hungary	20.250
Germany	20.250	Kosovo	20.250	Singapore	20.250	Iceland	20.250
Egypt	20.250	Kuwait	20.250	Spain	20.250	Malta	20.250
Finland	20.250	Latvia	20.250	Slovenia	20.250	Norway	20.250
France	20.250	Lithuania	20.250	Singapore	20.250	Portugal	20.250
Germany	20.250	Macedonia	20.250	Spain	20.250	Thailand	20.250
Greens	20.250	Morocco	20.250	Slovenia	20.250	Russia	20.250
Ireland	20.250	North Macedonia	20.250	Singapore	20.250	Ukraine	20.250
Italy	20.250	Poland	20.250	Spain	20.250	Uzbekistan	20.250
Latvia	20.250	Portugal	20.250	Slovenia	20.250	Yugoslavia	20.250
Malta	20.250	Slovenia	20.250	Singapore	20.250	Zambia	20.250
Norway	20.250	Singapore	20.250	Spain	20.250	Zimbabwe	20.250
Portugal	20.250	Spain	20.250	Slovenia	20.250		

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EUROPE'S BUSINESS NEWSPAPER

FINANCIAL TIMES

FRANCE

Tough new laws on
sexual harassment

Page 7

Φ D 8523A

World News

Business Summary

Algeria calls home envoys from Paris and Tehran

Algeria has recalled its ambassadors from Iran and France, its biggest trading partner, in reaction to criticism of last week's coup.

The move came at a week end in which gunmen killed an Algerian soldier and wounded two policemen. The attack was the first on the security forces since the authorities cancelled elections expected to sweep the Islamic Salvation Front to power.

Page 4

Riders confident
Georgia's ruling military council said it was closing in on ousted president Zviad Gamsakhurdia and had taken control of an important town in the west of the country.

Page 4

Developer charged
Leading French property developer Christian Peltier has been charged with financial irregularities. He is the sixth person to be charged over big commissions paid during the purchase and resale of an office block in La Defense, Paris. Page 3

South Africa arrests
South African police have arrested 10 whites in connection with bombings at government buildings and racially integrated schools.

Burmese border patrol
Burma has deployed more than 75,000 troops on its border with Bangladesh and intensified persecution of Molesha, Bangladeshi defence sources said.

Zhelev wins in Bulgaria
Reformist Zhelyu Zhelev won Bulgaria's first presidential election, according to unofficial results, ending communist hopes of clinging to a slice of power. Page 2

Appeal to kidnappers
Pope John Paul appealed to kidnappers to free the seven-year-old son of a Belgian Arab businessman. Farouk Kassas was seized last Wednesday on the island of Sardinia.

Neo-Nazis held
Austrian police arrested four neo-Nazis in connection with a petrol bomb attack which damaged a home for foreign refugees. Rightwing parties plan push for power. Page 2

Death sentence upheld
Cuba's Council of State upheld a death sentence on an infiltrator from Miami. Diaz-Banez, 38, who one of three inmates caught last month with arms and explosives.

Wandering the outback
Nine Asian boat people were still missing in the sweltering north-west Australian outback 18 days after coming ashore on a remote beach. Their boat was believed to have sailed from southern China.

US professor shot
A US professor, Albert Bloch, was shot dead at a Palestinian university in the Israeli-occupied West Bank.

Ulster statement
Northern Ireland secretary Peter Brooke is to make a statement to British parliamentarians today about the IRA's murder of seven Protestant workers in County Tyrone at the weekend. Page 3

Zimbabwe land warning
Commercial farmers in Zimbabwe will have no right of appeal to the High Court over compulsory land acquisitions by the government. Draft legislation provides for a committee to decide how much compensation to pay. Page 4

Dutch cocaine bust
Dutch police found 1,760 lbs of cocaine hidden in a cargo of lead ingots at a Rotterdam warehouse.

CONTENTS

THE MONDAY INTERVIEW

Mr Yegor Gaidar is the man with the gargantuan task of reshaping the Russian economy. With production in freefall and hyperinflation looming, the deputy prime minister has little time to switch the country to a free-market system. Page 28

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Monday January 20 1992

EC unit planned to help avert Brussels 'own goals'

THE European Commission is planning to set up a unit to prevent Brussels scoring damaging "own goals" in an effort to smooth ratification of the treaty on European Union agreed at the Maastricht summit in December.

The unit will seek to ensure that currency will drive it to maximise aluminium exports this year, adding to turmoil in the depressed world industry. Russia hopes to sell 1m tons, the same as last year when a flood of Russian aluminium caused extensive production cuts in the west and drove prices to their lowest-ever level in real terms. Page 12

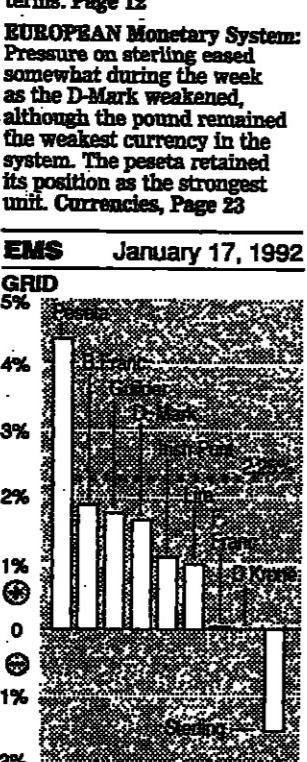
EUROPEAN Monetary System:

Pressure on sterling eased

somewhat during the week as the D-Mark weakened, although the pound remained the weakest currency in the system. The peseta retained its position as the strongest unit. Currencies, Page 23

EMS January 17, 1992

GRID



INTERNATIONAL NEWS

Risk of civil war still 'quite real'

Georgia's rulers vow to crush ex-president

By Leyla Boulton in Moscow

GEORGIA'S ruling Military Council claimed at the weekend that it would easily crush an attempted comeback by the republic's ousted president, but the acting prime minister admitted that the risk of civil war was still "quite real".

Tass news agency said Mr Zviad Gamsakhurdia, the ex-president, was so desperate for weapons to arm his supporters that he had launched a raid on units of the former Soviet army.

Mr Tengiz Khvani, one of the guerrilla leaders who helped chase Mr Gamsakhurdia out of Georgia before he returned last Thursday, said that the former leader still had popular support in the western town of Zugdidi, but only 300 armed men to challenge the

council's rule.

Mr Tengiz Sigua, the acting prime minister, predicted that Mr Gamsakhurdia would be defeated within a week. He said the council controlled 90 per cent of Georgian territory, but there was still a "quite real" risk of civil war.

Undeterred by the challenge nonetheless, the Military Council, which seized power to end what it described as dictatorial rule by Mr Gamsakhurdia, has launched long-delayed market reforms. It has decreed the privatisation of trade and the service sector from February 1, and a start to handing land over to peasants for the rebirth of private agriculture.

Meanwhile, General Valery Patrikov, commander of the Transcaucasus district, which

encompasses Georgia, Armenia and Azerbaijan, said at the weekend that relations with the Georgian leadership had much improved since Mr Gamsakhurdia's fall. He said the council had revoked an earlier parliamentary decision describing the former armed forces as an "occupation army" and armed raids on the Soviet army had significantly decreased.

But he said the armed forces would in no circumstances intervene to help the Military Council defeat Mr Gamsakhurdia. He said interference in the republic's politics would spell catastrophe, as it had in April 1988, when the army killed 88 people in a crackdown on pro-independence demonstrations in the capital Tbilisi.

Black Sea fleet becomes post-Soviet battleground

By Chrystia Freeland

AFTER more than two centuries of defending the Russian empire and the Soviet Union which succeeded it, the Black Sea fleet has itself become a battleground. From its Sebastopol headquarters, perched on the tip of the Crimean peninsula, the Black Sea fleet has become one of the most fiercely contested standards in the contest over the political shape of what was once the Soviet Union.

Ukraine's campaign to take over the fleet has sparked passionate resistance from Russian leaders and the Soviet Admiralty. Unlike the Baltic republics, which seek the withdrawal of the Soviet "occupation" army, Ukraine has moved steadily to transform the troops on its soil into a Ukrainian national army.

In Sebastopol much more is at stake than the Black Sea fleet's 90,000 personnel, 300 small ships, 45 warships, 28 submarines, and 155 aircraft. The fierce objections to the Ukrainian takeover are a rear-guard effort to prevent some shadow of the Soviet past by maintaining a united military and keeping up the authority of the Commonwealth.

Founded by Catherine the Great in the 18th century, the

fleet is also a touchstone for Russian nationalism and a symbol of Russia's striving to become a world power. It is a proxy for the contested Crimean peninsula, which was only transferred to Ukraine in 1954 and which many Russians would like back.

Fleet press attaché Captain Andrei Graichov is bitter.

"They took away our home-land and in its place they gave us an open economic zone," he said. "How can I take an oath to an individual republic? My mother is Ukrainian, my father is Russian; whose people should I serve?"

Captain Graichov's confusion echoes his commander's. Admiral Igor Kasatonov – an ethnic Russian who was only transferred to Ukraine last autumn – would not describe himself as a citizen either of Ukraine or Russia. Instead, he said he was a citizen of the Commonwealth, a classification which has no legal status.

Admiral Kasatonov argued that the fleet should not be divided, citing the need to counterbalance the US Sixth Fleet in the Mediterranean. But while the commanders of the fleet make a point of taking their orders only from Moscow, a slim majority of officers seem

to be swaying towards Kiev, as suggested by the fleet's 75 per cent endorsement of independence in Ukraine's referendum.

Sailing through the choppy Sebastopol harbour on a civilian ferry, Volodia, a captain who teaches at one of the city's famed naval academies, says there is a rift between the *petushki*, or command, and the officer corps.

An ethnic Russian, Volodia

says he is ready to swear allegiance to Ukraine. Like many of his comrades, he is concerned more about tensions than about politics and feels Ukraine promises greater material security.

The geopolitical and ideological struggle has now been thinly disguised as a quarrel over semantics. On January 12, Russia and Ukraine agreed "strategic forces" should be under central control, but the definition of these is hotly disputed. Western experts say the fleet currently carries no nuclear weapons but can be armed with tactical nuclear missiles not in storage.

Ukraine's endpoint is to push the pace of disarmament: all tactical warheads are to be gone by July – and thus qualify for control of a greater part of the fleet.

The government's action is believed to be the first of its type. It is based on a 11-year-old law outlawing slander against administrations, on pain of between six days and three months in prison plus a fine of FF150 to FF80,000 (\$14,814).

Mrs Cresson's attack won support yesterday from some opposition politicians as well as from her own party. "She not only had the right to do it,



A German neo-Nazi makes the Nazi salute during a demonstration in Bayreuth last year

Cresson takes legal action against Le Pen

By William Dawkins in Paris

MRS EDITH CRESSON, French prime minister, has taken legal action against Mr Jean-Marie Le Pen, leader of the extreme right-wing National Front, for allegedly insulting her government.

She has issued an official complaint over a speech in Brittany last week, in which Mr Le Pen called the Socialist administration "a pack of robbers, racketeers and gangsters". Mr Le Pen, who was referring to a police inquiry into Socialist party finances, said over the weekend he stuck by his words.

The government's action is believed to be the first of its type. It is based on a 11-year-old law outlawing slander against administrations, on pain of between six days and three months in prison plus a fine of FF150 to FF80,000 (\$14,814).

Mrs Cresson's attack won support yesterday from some opposition politicians as well as from her own party. "She not only had the right to do it,

but she was right to do it," said Mrs Monique Pellegrin, a former government minister and member of the UDF centre-right grouping.

This is the latest skirmish in the political activity building up in France ahead of the March regional elections. The National Front is expected to come out as an important minority, while the respectably right is expected to hold on to its large majority in regional government.

The row comes just as the RPR and the UDF, the two main opposition parties, are making progress in their attempts to form an alliance for the presidential elections due in 1995. Mr Valéry Giscard d'Estaing, UDF president, and Mr Jacques Chirac, RPR president, agreed at the weekend to speed work on forming a single party of the right.

However, they remained divided on the important issue of how to choose a single presidential candidate, for which post they are fierce rivals.

Right-wing parties plan push for power

David Marsh on European extremists' high hopes

EUROPE'S expanding far-right parties are preparing a springtime blitz to carry forward their assault on the bastions of political power. Elections in France, Germany and Italy in March and April seem likely to deliver fresh gains for the ultra-right, following successes in Austria, Switzerland and Belgium at the end of last year.

Support for radical parties in the prosperous half of Europe has been fed by problems caused by immigration, high unemployment and housing pressures, as well as by disillusionment with the established parties.

It is a social as well as a political malaise – and it looks unlikely to disappear quickly. "People are rebelling against a world which turns them into mere helpless consumers, and where immigration makes them feel strangers in their own land," according to Mr Michael Stürmer, head of the Stiftung Wissenschaft und Politik.

Meanwhile, General Valery Patrikov, commander of the Transcaucasus district, which

against foreigners in October 1991 in November and 1992 in December. As well as taking aim at the government's failure to lower the inflows of immigrants into Germany, the far right have hit out strongly at the Maastricht accord. In particular, they have lambasted Chancellor Helmut Kohl's ascent to monetary union later in the 1990s, which effectively delivers the death sentence for the D-Mark.

THE neo-Nazi National Democratic (NPD), the xenophobic German People's party (DVP) and the slightly less extreme Republican party are separately fighting the state election in Germany in Schleswig-Holstein and Baden-Württemberg on April 5. Mr Bruno Weisberg, one of the DVP's top organisers, promises efforts to combat the abolition of the D-Mark and transfer of sovereignty abroad. "If you mix together strong currencies and weak ones, you give up stability."

After gaining six parliamentary seats in the northern state of Bremen in October, the DVP is confident of passing the 5 per cent hurdle necessary for parliamentary representation in Schleswig-Holstein. In Baden-Württemberg, Mr Günter Deckert, the NPD's national leader, says he believes the NPD together with the Republicans will comfortably exceed the 5 per cent score.

Mr Deckert, a schoolteacher sacked three years ago because of his right-wing tendencies, likes to spend his holidays at Worthing on England's south coast. But he has no great love of foreigners in his own country: the NPD campaigns to send them home, as well as to protect the environment and maintain the sanctity of the D-Mark.

Mr Deckert calls German unification simply "partial" because Germany has not yet won back its former territories in Poland. Somewhat ominously, he claims the NPD is picking up a significant amount of youthful support.

An intensified debate in Germany about the future of the D-Mark will almost automatically add to the NPD's following, Mr Deckert says. In a remark indicating the political problems which could ensue if Mr Kohl in the event of a full-scale German reversion, the NPD leader adds: "Once there are anxieties about the economy, we gain support from middle-aged people, and not just the young."

Additional reporting by William Dawkins in Paris, Robert Graham in Rome, Andrew Hill in Brussels, Ronald van de Krol in Amsterdam and Christopher Parkes in Bonn.

Hurd backs Kiev plans to destroy nuclear weapons

By Chrystia Freeland

MR DOUGLAS HURD, the British foreign secretary, yesterday visited Ukraine to discuss the republic's efforts to move to a market economy and its plans to dismantle nuclear weapons on its territory.

Mr Hurd, who was in Kiev, the capital, between trips to Kazakhstan and Russia, arrived at a tense time: Ukraine's relations with other members of the Commonwealth of Independent States have been strained nearly to breaking point by a dispute over the division of the Soviet military. Although Mr Hurd said the issue was not raised in his discussions with the leadership, he said "it would be a pity" if Ukraine left the Commonwealth and urged it to follow the example of the European Community in resolving conflicts between member states through negotiation.

Over the weekend, in the Kazakh capital of Alma Ata, Mr Hurd received assurances from the republic's president that Kazakhstan would join the treaty on non-proliferation of nuclear weapons and intended to become a nuclear-free state. He received similar



Hurd: conflicts should be resolved through talks

reassurances from Mr Leonid Kravchuk, the Ukrainian president, and Mr Konstantin Morozov, minister of defence.

Ukraine has been steadfast in its plans to dismantle nuclear weapons. Mr Hurd praised it for setting clear dates for the removal and

destruction of all nuclear weapons on its soil and said Nato countries "will be willing to make what contributions will be necessary to the progress of dismantling nuclear weapons".

Mr Hurd also said he was "encouraged" by the manner in which Ukraine and other republics were negotiating the reduction of conventional forces.

On the economic front, Mr Hurd said Ukraine's application for full membership in the IMF was a priority and should serve as a cornerstone in the republic's efforts to move to a market economy.

• In Bonn, Chancellor Helmut Kohl said republics of the former Soviet Union would continue to receive western economic aid only if they convinced the west they were honouring international arms control agreements, Reuter reports.

According to unofficial results which the state news agency BTA said were confirmed, Mr Zhelev was given about 54 per cent of the vote, edging out Mr Velko Valkarov, his rival backed by socialists (former communists) who got about 46 per cent.

Zhelev wins Bulgarian election

By Quentin Peel in Bonn

MR MANFRED STOLPE, the Social Democrat prime minister of Brandenburg, has admitted to more than 30 years of regular and extensive contacts with the Stasi, the former East German state security service – but he denied ever being an informer.

His explanation was published this weekend in the weekly magazine *Der Spiegel*, at a time when the opening of all the Stasi files from 40 years of Communist rule is leading to almost daily revelations of co-operation by prominent east German citizens.

His action brought both instant but isolated condemnation, including one call for his resignation, and widespread support from all parts of the political spectrum in the former East Germany.

Mr Stolpe, the most senior lay official in the Evangelical Church in his own province since 1982, co-founder of the reformed Social Democrats in

the east, and probably the outstanding political figure to emerge in eastern public life since unification, defended his admission as an attempt to explain how life worked in the Communist state, not to protect himself against criticism.

He already admitted more than a year ago to regular contacts with the Stasi, dealing above all with aspects of church-state relations. The latest publication, an extended excerpt from a book to be published in March, spells out much more detail.

In his article, he suggests that the collapse of the Soviet empire, and the rapid reintegration of East Germany into the west, have left the most "consistent anti-Communists, those who opted to wait and see, and those who went into hibernation" as the only victims of the process.

Yet the aim of his own contacts with the authorities, and of other honourable people like him, was "to outwit the Communists through their own instruments of power".

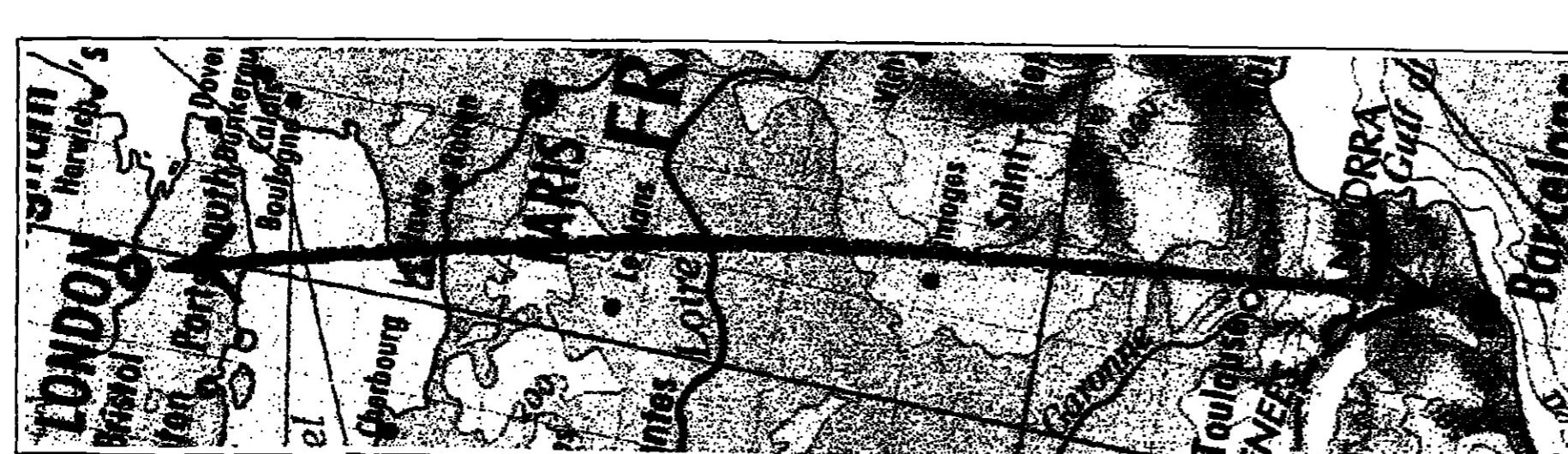
Serbs defy Croatia's authority

By Laura Slater in Belgrade

SERB leaders from Croatia declared yesterday that the newly independent state no longer had authority on their territory and promised to withdraw from the Maastricht accord. Mr Goran Hadzic, leader of the self-proclaimed Serb region in eastern Croatia, said: "Serbs from our region, at the price of our lives, will not remain in independent Croatia."

His remarks coincide with tensions in Bosnia-Herzegovina over plans for a referendum on independence there. President Alija Izetbegovic said parliament would approve the proposal this week. The federal military, with substantial munitions and air force industries in Bosnia, opposes the referendum.

Meanwhile, sporadic violations of the latest ceasefire were reported yesterday.



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INTERNATIONAL NEWS

Draft budget would double aid to four countries over five years

Brussels targets poorest states

By David Gardner in Brussels

EUROPEAN Community aid to its four poorest members – Spain, Portugal, Ireland and Greece – would double over the next five years under budget proposals broadly agreed by the European Commission at the weekend.

The overall EC budget, set at £42.7 billion for this year, would rise from its current statutory limit of 1.2 per cent of Community gross domestic product to between 1.5 per cent and 1.65 per cent for 1992, according to senior officials. The Commission intends to finalise these proposals on February 11 and announce them to the European parliament the following day. The final decision rests with the 12 heads of government, either at a special summit, probably in May – or at the Lisbon summit in June.

However, the larger part of Saturday's special Commission

meeting was devoted to the EC's fast-growing financial obligations abroad, particularly towards eastern Europe and the former Soviet Union. Officials say there is as yet no consensus on external aid, or on the wish of Mr Jacques Delors, Commission president, for an industrial restructuring fund to help the EC's defence, car, electronics and textiles industries.

The doubling of fiscal transfers to the four poorest countries would be done through big increases in the so-called structural funds, aimed at helping laggard and industrially stricken regions catch up, and through the "cohesion fund" agreed at December's Maastricht summit. This fund, introduced at Spain's insistence, is to help these countries meet EC environmental standards and improve transport links.

The structural funds were

doubled in 1988 to £2.3 billion for the 1989-93 period, to help poorer EC areas prepare for next year's single market. The new effort is a shock absorber for economic and monetary union, for which Maastricht set 1993 as the latest date.

What has not yet been decided, officials say, is whether the doubling would be for the four countries overall, or each of them individually.

"There is still a lot to play for," one remarked. Ireland, for instance, receives per capita about double the EC aid Spain receives. The final overall size of the budget will also determine whether industrially declining regions – like Tyneside and Scotland in the UK – have their level of aid increased by a third or a half.

There were no clear conclusions, or numbers, attached to the external aid policy debate.

According to one official, the

Commission is moving towards placing foreign aid as a separate line in the budget, rather than as now, in a miscellany which makes setting priorities difficult. Such a line would have a permanent reserve, enabling Brussels to respond much to emergencies more quickly. Officials say there is little backing so far for any industrial restructuring fund, which would in part regroup existing spending on research and development, training and long-term unemployment.

The new budget package has yet to deal with the common agricultural policy, which absorbs nearly three-fifths of EC spending. Well-advanced reform plans envisage higher short-term farm outlays, but the impasse over farm subsidies in the Uruguay Round trade talks has led to doubts whether the reform will survive intact.

Energy market plans scaled down

By Andrew Hill in Brussels

LARGE industrial users of gas and electricity should be the principal beneficiaries of controversial plans to open up the European energy market to greater competition.

The plans, which are likely to be approved by the European Commission on Wednesday, have been watered down since last summer, partly to win the support of some sceptical commissioners and member states. However, they will be fiercely opposed by the gas and electricity industry.

If approved, the draft directives will enable users of more than 100 GWh/annum of electricity a year, or more than 200 cubic metres of gas annually,

to buy their energy from suppliers anywhere in the Community from January 1, 1993, subject to capacity being available. The threshold should apply to heavy users of gas, such as fertiliser and chemical plants, and electricity consumers ranging from the largest aluminium and steel factories down to glass-making.

In theory, larger energy distributors would also be able to pick suppliers outside their home country, thus passing on the benefits of competition to smaller consumers.

The plans would also allow competing companies to generate electricity and build power lines and gas pipelines, and

would insist on separating the management and accounting of integrated production, transmission and distribution operations. Regulation would largely be left to each state.

The first stage of energy liberalisation has already been introduced, in the form of two directives forcing utilities to allow the transport of gas and electricity across EC borders. Brussels officials hope this second stage will prompt industrial users not covered by the new directives to press for further opening of energy networks.

Mr Antonio Cardoso e Cunha, EC energy commissioner, decided to adopt a

phased approach last autumn, dropping more aggressive plans to use special legal powers to break energy monopolies. He has now discussed the new ideas with all 12 EC energy ministers. It was much easier to sell the idea in this form; and in three or four countries we were surprised to receive a favourable reception when beforehand it was more difficult," he said last week.

But some member states

– most notably the Netherlands and Germany which are protective of their gas producers – and the industries themselves will fight attempts to push for increased third party access to networks.

EC television ownership rules – a fuzzy picture



MR LESLIE
HILL, chairman
and chief executive
of Central
Independent
Television, is
not a Little
Englander of
the television
business trying
to build barri-
cades around

ship rules and restrictions
throughout the EC.

In Germany where consumer
channels have to be licensed by each regional go-
vernment, preference is given to channels with 50 per
cent or more German owner-
ship. Non-German controlled
channels are not considered for
traditional terrestrial, as
opposed to satellite, frequen-
cies.

pany will be able to own 100

per cent of an ITV company.
The imbalance between the
position in the UK and in some
other Community countries, says Mr Hill, is "unfair and
wron". Central is particularly
concerned because it is more
vulnerable to foreign takeover
than most. Not only is it the
second largest ITV company,
broadcasting to 9m people, but
it retained its franchise unop-
posed with a bid of just £2,000 a
year.

More fundamentally, how-
ever, the Central chairman
believes that in the longer
term the world media could be
dominated by half a dozen
companies, two of which would
probably be American, two
Japanese and two European. In
such a scenario Britain's tiny
ITV companies could be side-
lined if they were effectively
prevented from expanding at
home or into the rest of Europe.

Belgian legislation stipulates
that 51 per cent of the private
station broadcasting to the
Flemish community must be
owned by the publishers of
Dutch-language daily or
weekly newspapers.

In France and Spain there
are rules setting maximum
ownership limits of 25 per cent
for commercial stations, al-
though these limits apply to
the Community without con-
sidering the dangers of media
concentration.

There are already at least
four significant cross-border
operators in European television:
Mr Leo Kirch of Germany,
Mr Silvio Berlusconi's Fininvest, CLT of Luxembourg,
and Canal Plus of France.

Even if exceptions on cul-
tural grounds have to be
granted there is surely a case
for trying to remove some of
the distortions and introduce
some harmony into ownership
rules within what is supposed
to be developing as a single
market.

The publishers, who spell
out the importance of an inde-
pendent written press to politi-
cal democracies, also want
newsprint tariffs abolished.

A survey of EPC members
by consultants Touche Ross
found that revenues from
tobacco and alcohol advertising
amounted to almost 18 per
cent of net profits of news-
papers and magazines combined

– 40 per cent for magazines
alone. Advertising of food-
stuffs, and pharmaceuticals as
well as tobacco and alcohol
together represent 22 per cent
of magazine display advertising
and 10 per cent of total
magazine revenue.

In the longer term a reduction
of advertising revenues
could lead to smaller publica-
tions or even the closure of
titles.



An office block in Paris's prestigious La Défense district (above) is named in the charges

La Défense developer charged in crackdown on corruption

By William Dawkins in Paris

ONE OF France's leading property developers, Mr Christian Pellerin, has been charged with financial irregularities, in the latest move in a judicial crackdown on alleged corruption in the property industry.

Mr Pellerin, who handled the development of a large part of La Défense, the prestigious office district west of Paris, has been charged, after two days of police questioning, with "aiding and abetting" both the "abuse of corporate property and falsification". He denies both charges.

He is the sixth person to be charged over FF12.5m (£1.3m) of commissions paid during the purchase and resale of an office block in La Défense three years ago. It was acquired in 1988 from British Telecom by a consortium of developers – including Mr Pellerin's company – for an estimated FF15.5m and resold at a FF22.5m profit to Banque Indosuez a year later.

Mr Pellerin (49) is an established figure, as chairman of Société d'Administration et de

Réalisation d'Investissement (Sari), a subsidiary of the water distribution utility, Compagnie Générale des Eaux. He was also one of the original backers of Mr Georges Peltier, the financier, in his failed attempt to gain control of Société Générale, the privatised bank, in 1986.

The developer claimed in television and radio interviews over the weekend that he was the victim of a plot to distract attention from a wider scandal, possibly involving the police. Sat was "the tree which hides the forest", claimed Mr Pellerin.

The charges, the climax of a series of financial scandals, are being taken as confirmation of the seriousness of a campaign to clean up the commissions paid by developers to middlemen, often in local governments, to help win important deals.

Such commissions are accepted practice in most cases. But the government decentralisation of powers to

local authorities over the past six years has created fertile ground for corruption, as shown by a separate scandal over political party financing, which climaxed recently with a police raid on the Paris headquarters of the governing Socialist party.

Charges have also been brought against Mr Yves Rohou, president of Pil, the original member of the consortium that set up the BP office block deal. Mr Rohou is accused of abuse of corporate property. Four others have been charged in recent months over the same transaction, including Mr Christian Schwartz, director general of Pil.

The inquiry has been going on for more than two years, and was given impetus by the two suicides in 1990 of a senior police officer and an insurance agent, shortly before they were due to be interviewed over their alleged involvement in the transaction. Mr Pellerin has denied knowing the dead policeman.

Finnish party tells PM to explore EC membership

By Robert Taylor in Stockholm

FINLAND'S prime minister, Mr Aki Aho, and his cabinet colleagues from the Centre party have been given full power by their divided party MPs to examine the conditions for Finland's eventual membership of the European Community.

The final decision on whether to apply to join the EC is still expected to be made next month by the centre-right coalition government. How-

ever, unless he can carry a majority of his party with him, Mr Aho will be unable to agree to an application. So far, he has not indicated what he wants to do although he is believed to be sympathetic to joining.

Both the Conservatives, who

are the Centre's main coalition partner, and the main opposition Social Democrats have come out strongly in support of an EC application by Finland.

Some in the Centre party

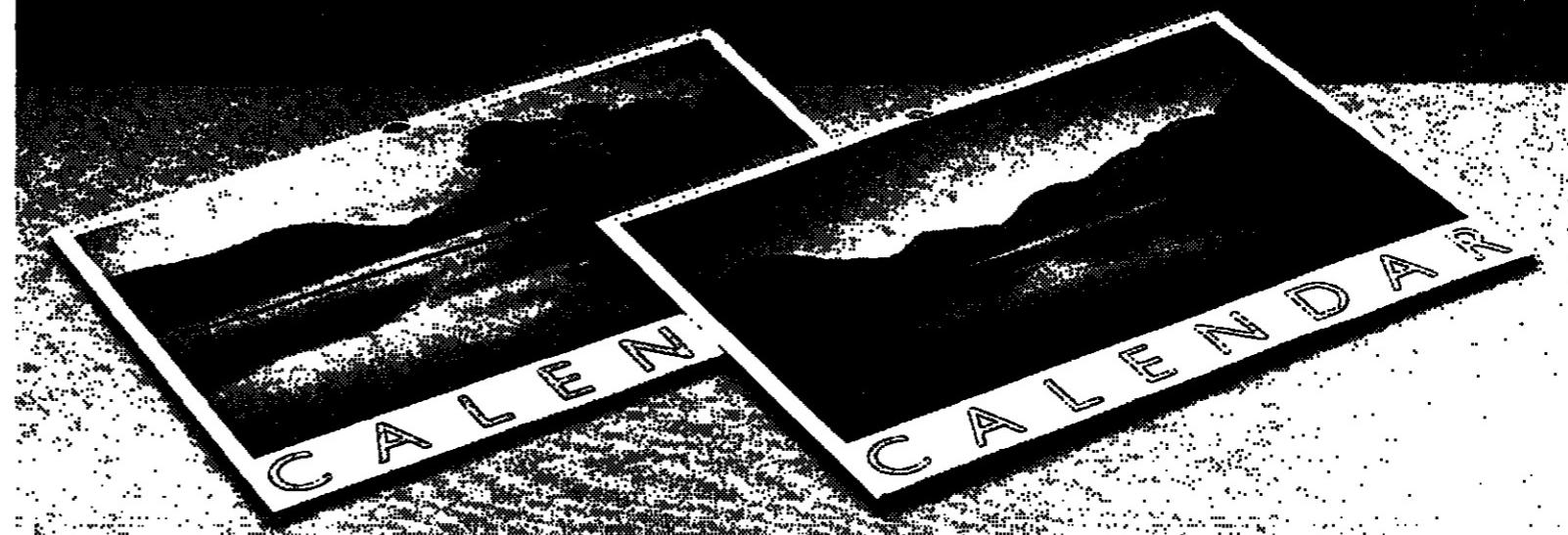
want to make any entry application conditional on Brussels treating Finland as a special case in sensitive areas like farm support. Other party leaders argue the EC will not accept such an approach.

In the end, whether Finland joins the EC will be determined by a national referendum.

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INTERNATIONAL NEWS

Algeria recalls envoys to Paris and Tehran

By Francis Ghilès in Algiers and William Dawkins in Paris

ALGERIA has recalled its ambassadors to Iran and France in response to criticism of last week's coup. It has also sacked the Iranian ambassador to Algiers to leave.

The deteriorating ties with the country - one a leading Middle East ally, the other Algeria's largest trading partner - underlines the uneasy relationship between the new five-member Council of State and the rest of the world.

The move came over a weekend which saw the first reported attack on security forces since the army stepped in and cancelled elections expected to bring the Islamic Salvation Front (FIS) to power.

According to the Algerian news agency, a group of Islamic militants attacked barracks at Sidi Mousse, 45km south of Algiers, on Saturday night. One soldier was killed and two others wounded.

Algeria's decision to recall its ambassadors follows blunt criticism from Iran, and what Algeria's new leaders regard as a patronising and unhelpful response from France.

Iran's sharpest comment came last Thursday, when President Ali Akbar Hashemi Rafsanjani said: "Algeria presents a historical test, where the supporters of freedom and democracy failed and are really

Cheney rejects new campaign against Iraq

SAUDI ARABIA is urging the US to organise a large covert campaign to help Kurdish and Shia rebels overthrow President Saddam Hussein of Iraq, according to US newspaper reports, writes George Graham in Washington.

The New York Times said Saudi Arabia wanted to provide air support as well as missiles and arms to help rebels against Mr Saddam's henchmen and tanks.

Mr Richard Cheney, US secretary of defence, yesterday denied the report as "overblown", arguing that Mr Saddam no longer posed much of a threat to his neighbours or to the world. "How many American lives is toppling Saddam Hussein worth? My answer to that is not very damn many," he said in a television interview, adding he believed the Iraqi leader would eventually be ousted.

Mr Lawrence Eagleburger, deputy secretary of state, added: "So long as we maintain the sanctions as we have and as our allies have and as the UN has, I do not think he's a danger outside his country."

General Colin Powell, chairman of the US joint chiefs of staff, is reported to have argued that increased US intervention could only be successful if it involved at least as large a ground force as that used in Operation Desert Storm.

Saudi officials, according to the New York Times, believe the allies would not have to commit ground troops, but could limit their role to supplying missiles and munitions.

Arabs may boycott Moscow peace talks

By Tony Walker in Cairo

 ARAB states have been asked by the Palestine Liberation Organisation to review their decision to participate in multilateral Middle East peace talks due to be held in Moscow this month.

This follows a decision by Syria and Lebanon to boycott the talks, aimed at broadening the peace process to include all Middle East states, because of alleged Israeli intransigence.

Mr Yassir Arafat, the PLO leader, said in Tunis yesterday that Arab participation would be discussed in Morocco on Friday at an Arab League session on Jerusalem.

The US and the former Soviet Union, co-sponsors of the latest attempt to promote Middle East peace, believe a regional forum to discuss such issues as disarmament, water and the environment would promote confidence among participants, including Israel.

Most Arab states, including those from the Gulf and North Africa, had agreed in principle to attend the Moscow session.

Lubbers to scrap S African visit

A PLANNED visit to South Africa next month by Mr Lubbers, the Dutch prime minister, is likely to be called off, the Dutch Foreign Ministry said yesterday, Reuters reports from Amsterdam.

Mr Hans van den Broek, Dutch foreign minister, was told during a telephone conversation with Mr Nelson Mandela, the African National Congress leader, that a visit at this time "was not opportune".

An announcement will be made to parliament tomorrow.

India axes price controls on steel

INDIA has abolished controls on the price of steel, signalling its intention to press ahead with an economic reform programme, writes KK Sharma in New Delhi.

The impact of higher prices will be softened by the lowering of import duties, by 20 to 25 per cent, on a wide range of steel products, particularly on steel melting scrap and billets used by rolling mills.

It is unlikely to lead to an early state general election because the independents have agreed not to support a vote of no-confidence unless the government proves grossly incompetent or corrupt.

The opposition Labor party won 55 per cent of the votes cast in the coastal seat of The Entrance, in spite of a strong campaign by Mr Nick Greiner, the state premier, and Mr John Howard, leader of the coalition at the federal level.

The result leaves Labor and the coalition with 47 seats each in the 99-member state parliament, with the balance of power held by five independents.

The entrance was one of 49 seats won by the coalition in a NSW state-wide general election in May. Labor took 46 seats, leaving the balance of power in the hands of four independents. The result in The Entrance was declared valid after a court challenge by Labor.

Harare rules out land appeals to High Court

By Tony Hawkins in Harare

ZIMBABWE'S commercial farmers, facing compulsory land acquisition by government, have been told they will have no right of appeal to the High Court over compensation.

The latest draft of the Land Acquisition Bill, which sets out government proposals, may be opposed by western donors who are likely to tie future aid pledges to a demand that farmers be allowed recourse to the court should they believe compensation to be inadequate.

The government is expected, at a meeting scheduled for mid-February in

Paris, to seek aid pledges of US\$1bn (£571m) required to see it through the next two years of its economic structural adjustment programme.

The draft provides for a six-man compensation committee, chaired by the permanent secretary for agriculture, which will decide how much to pay a farmer whose land is being acquired.

The draft also provides for appeal to the Administrative Court, but this will not have the authority to set aside the committee's decisions, unless the committee has failed to observe the principles laid down in the bill or has awarded excessive compensation.

President Robert Mugabe has promised the bill will come before parliament during its next session, opening towards the end of February.

There has been no official comment from the Commercial Farmers Union, but individual farmers who have seen the draft say it is "as bad, if not worse," than the original.

Ten years ago the government committed itself to resettling 162,000 families by 1986; to date it has relocated fewer than 60,000, and even the govern-

ment-owned media have described some resettlement schemes as a failure.

Farmers are particularly upset at the reported existence of maps targeting farms to be acquired, including some prime tobacco growing areas. Tobacco is the country's leading export, worth more than US\$600m last year.

Compulsory land acquisition is politically popular with the black majority. Political analysts believe Mr Mugabe's ruling Zanu-PF party sees the land bill as its best hope of recapturing grassroots support, which has crumbled over the last year.

US presses growth strategy on G7 partners

By George Graham

THE US will continue to press its economic partners to sign up for a growth strategy at this week's meeting in the US of finance ministers from the Group of Seven industrial countries. However, Bush administration officials admit they have not yet won over their European counterparts.

After President George Bush and Japanese Prime Minister Kiichi Miyazawa declared in Tokyo earlier this month a strategy for strengthening growth in the world economy, US officials have sought to enlist the support of the European members of the G7 - Germany, France, Italy and the UK.

They say there is greater recognition that their worries about the pattern of world economic growth are justified.

"I think there is acceptance

of the fact that there is a growth problem," a senior Treasury official said, noting that aggregate growth in the G7 countries was estimated to have been no higher than 1 per cent in 1991, and was forecast at 2 per cent in 1992.

But the official acknowledged that Germany remained reluctant to adopt a formal growth strategy similar to the Tokyo declaration, and that the other European countries were severely constrained in their freedom to act without Germany.

"A number of countries don't have much room for manoeuvre, because of the dominating position of the Bundesbank, the D-Mark and Germany," he said.

The US is particularly pleased with the Tokyo communiqué, as it commits Japan to policies designed to promote economic growth through domestic demand and not expanded exports.

Germany, on the other hand, has given priority to the fight against inflation and recently raised its short-term interest rates.

Other European countries, such as France, might have preferred to cut rates, but place greater emphasis on the sanctity of the European monetary system's current exchange rate parities.

Kenyan opposition rally draws huge support

FORD was registered as a party earlier this month after Mr Moi's Kenya African National Union government in December bowed to mounting

international and domestic pressure and switched to pluralism, ending more than two decades of one-party rule. Reuters reports from Nairobi.

Several new groups have already been formed but FORD appears to command the most opposition support from Kenya's multi-ethnic population of 24m. Political analysts said the rally's turnout - one of the biggest since independence from Britain in 1963 - illustrated the growing threat to Mr Moi's 12-year-rule.

Labor poll victory leaves NSW on knife-edge

By Kevin Brown in Sydney

AUSTRALIA'S most populous state, New South Wales, faces increased political instability after a weekend by-election defeat for the governing Liberal/National party coalition.

The opposition Labor party won 55 per cent of the votes cast in the coastal seat of The Entrance, in spite of a strong campaign by Mr Nick Greiner, the state premier, and Mr John Howard, leader of the coalition at the federal level.

The result leaves Labor and the coalition with 47 seats each in the 99-member state parliament, with the balance of power held by five independents.

The entrance was one of 49 seats won by the coalition in a NSW state-wide general election in May. Labor took 46 seats, leaving the balance of power in the hands of four independents. The result in The Entrance was declared valid after a court challenge by Labor.

To attract funds to equity markets.

The government projects a slower real depreciation of the Turkish lira, devaluing against the dollar by 5% per cent in 1992. The average rate for the lira over this year is forecast at 5.32.

The budget also foresees spending of TL207,000bn (£51.5bn) and revenues of TL176,000bn. This excludes subventions to state enterprises. Short-term borrowings by the Treasury are to be reduced. Rates of withholding tax for government securities will be adjusted, encouraging banks and corporations to invest in longer term paper.

Bills of maturities up to a year will be taxed at 15 per cent. Longer term bills will remain at the 10 per cent level.

Further tax changes for government securities are planned.

Turkey unveils populist budget to lift economy

By John Murray Brown in Istanbul

TURKEY'S coalition government has announced a populist economic programme in its new budget, using tax incentives and subsidised bank credit to boost investment and revitalise the economy.

The proposals, presented on Saturday by Mrs Tansu Ciller, chief economics minister, envisage growth of 5.5 per cent in 1992, compared with 2 per cent last year. Inflation, now at 70 per cent, is to be brought down to 42 per cent.

Tax exemption for minimum wage earners will be introduced. Tax breaks and cheap credit channelled through development banks will stimulate activity in poorer regions, particularly the Kurdish-speaking south east.

Bills of maturities up to a year will be taxed at 15 per cent. Longer term bills will remain at the 10 per cent level.

Further tax changes for government securities are planned.

INTERNATIONAL ECONOMIC INDICATORS: PRICES AND COMPETITIVENESS

Yearly figures are shown in index form with the common base year of 1985. The real exchange rate is an index throughout; other quarterly and monthly figures show the percentage change over the corresponding period in the previous year and are positive unless otherwise stated.

	UNITED STATES			JAPAN			GERMANY			FRANCE			ITALY			UNITED KINGDOM		
	Consumer prices	Producer prices	Real exchange rate	Unit labor costs	Real exchange rate	Unit labor costs	Consumer prices	Producer prices	Real exchange rate	Unit labor costs	Real exchange rate	Unit labor costs	Consumer prices	Producer prices	Real exchange rate	Unit labor costs	Real exchange rate	
1985	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	
1986	101.5	99.5	102.0	97.7	100.8	104.3	103.3	125.0	98.5	97.5	104.5	101.3	101.5	105.0	102.0	101.4	103.4	104.5
1987	105.8	100.7	104.0	97.5	102.5	104.7	101.4	102.0	102.0	102.0	102.0	102.0	102.0	102.0	102.0	102.0	102.0	
1988	109.9	103.2	107.0	98.4	102.2	107.5	102.2	107.0	102.2	102.2	102.2	102.2	102.2	102.2	102.2	102.2	102.2	
1989	115.2	106.5	110.0	98.1	103.0	104.2	114.0	98.1	103.1	104.1	102.8	102.8	102.8	102.8	102.8	102.8	102.8	
1990	121.5	113.9	114.0	99.2	106.2	105.7	120.1	99.2	111.1	107.0	117.0	117.0	117.0	117.0	117.0	117.0	117.0	
1991	126.5	118.3	118.3	111.8	118.0	118.0	118.0	118.0	118.0	118.0	118.0	118.0	118.0	118.0	118.0	118.0	118.0	
1st qtr. 1991	5.3	3.6	3.8	2.3	52.7	2.6	2											

CBI SURVEY

UK retailers fail to achieve boost in sales

By Edward Balls

RETAILERS had a disappointing Christmas and expect sales to fall in January, reversing the Confederation of British Industry's report today.

This gloomy picture of sluggish sales and orders among both retailers and wholesalers adds to the view that the unwillingness of UK consumers to resume spending is delaying the upturn.

It stands in sharp contrast to the prime minister's view, restated yesterday, that slow world economic growth is to blame for the "inevitable" slow pace of the recovery.

The evidence from the Confederation of British Industry's latest distributor trades survey suggests that the prime minister's optimism remains at odds with reality.

Mr Nigel Whittaker, chairman of the CBI panel, said that heavy price discounting throughout December did not produce the boost in trade that retailers had hoped for.

"Retailers' report that

December's sales volumes remained moderately above the already very depressed levels of a year ago," he said.

More worrying for the government, what buying there was to take advantage of the early sale prices appears to be cutting into this month's retail sales. Retailers expect sales to slip back a little below last year's levels for the first time since June," Mr Whittaker said.

The government remains confident in its forecast of economic recovery. Speaking in an interview with David Frost for TV-am's Frost on Sunday programme, Mr Major claimed that the UK would lead the world economic recovery in 1992. "We are at a different stage of the cycle from many of our competitor countries and I think we will come out of our difficulties earlier than them," he said.

Mr Tony Blair, Labour's employment spokesman, dismissed Mr Major's claims as "utterly remote from reality." He said: "As a result, retailers now expect sales to weaken in January. Clothing retailers were hit particularly hard, after two months of growth.

Only 25 per cent of retailers expect sales in January to be higher than a year ago compared to 31 per cent expecting lower sales. This balance indicating lower sales overall sales in January is negative for the first time since June of last year. Off licences and bookshops expect the largest declines.

Taking the distributive trades as a whole, covering 15,000 outlets in the wholesale and motor trades as well as retailers, the picture was even more gloomy. Overall, 31 per cent of traders reported higher sales in December than a year ago, compared to 38 per cent reporting lower sales.

Among retailers, grocers and chemists reported continued year on year growth in sales while off-licences, footwear and durable goods retailers all report sales volumes below a year ago. Clothing retailers were hit particularly hard, after two months of growth.

As a result, retailers now expect sales to weaken in January. Clothing retailers were hit particularly hard, after two months of growth.

The survey, conducted between December 15 1991 and January 8 1992, shows that 35 per cent of retailers report December sales above those of a year ago, while 34 per cent report lower sales.

Mr Brooke is likely to tell MPs that fresh talks before the general election are essential. But he will make clear his intention to continue "talks about talks" - if only to ensure communication between government and political parties continue.

He faces a call from the Rev Ian Paisley, leader of the Democratic Unionist Party, to resign for his alleged insensitivity in allowing himself to be persuaded to sing a folk song on Irish television that showed only hours after Friday's victory.

Although Mr Brooke may express regret today, the Northern Ireland Office believes it would have been better to allow the IRA to set the agenda if he had withdrawn from the programme.

Ministers said the decision to send extra troops to Northern Ireland was taken before Friday's IRA attack which added to fears about the safety of civilians working for security forces in the province. Unionists continue to press for internment of IRA suspects - a measure so far rejected by Mr Brooke.

Concerns about security and the continuing failure on political talks have forged cross-party unity at Westminster. Mr Paddy Ashdown, Liberal Democrat leader, yesterday wrote to the Labour and Conservative parties calling for a non-partisan pact to make clear that, whoever wins the general election, there will be no private deals with either the nationalist or protestant communities.

He explained that the issues and the detail in which they had to be examined had been more extensive than foreseen, but that nobody could be blamed for that. He told the jury they could have a week off in February because their work was being unexpectedly prolonged.

Early last month Mr Justice Henry, the judge, told the jury that the trial might last until Easter this year. "And I can't give you a copper-bottomed, 100 per cent guarantee that it will have finished by then."

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*Based on consumer complaint statistics compiled by the U.S. Department of Transportation.
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MANAGEMENT

Why the kissing has got to stop

Mangers are trained to believe that clichés about national characteristics are as misleading as they are pernicious.

But it may just be that the old caricature of Latin races as highly-sexed contains a spark of truth. Sexual harassment at work has caused such a headache for French employers and their staff that the government has recently seen fit to act.

Véronique Neiertz, state secretary for women's rights and daily life, is planning to introduce new penalties in the spring parliamentary session. These will come on top of criminal sanctions due to come into effect shortly, which will make sexual harassment a crime in French law for the first time.

According to a survey of 1,800 people, commissioned from Louis Harris by the government at the end of last year, the problem is growing fast. One-in-five French citizens of both sexes have encountered sexual harassment at work, up from 7 per cent in 1984. Blackmail, repeated advances and obscene language were the most common problems.

Neiertz aims to strike a balance between giving victims protection and avoiding what she sees as the excessive regulation in the US, where the mere creation of a "hostile environment" is punishable.

As an illustration of French attitudes to sex at work, the Judge Clarence Thomas saga in the US was met with general bemusement in France. The public takes little or no interest in the sexual habits of public figures, whether they are business people, judges or politicians.

Demonstrations of personal sexuality are in some ways less controversial in France than the US or the UK. But France's relaxed attitude to the boundaries between acceptable and unacceptable conduct is changing. The criminal penalty against harassment, agreed by the French parliament last summer, sets a fine of up to FF100,000 (£30,000 plus up to a year in prison for anyone who "abusing the authority conferred on them by their position, uses pressure to obtain favours of a sexual nature".

The latest proposals put this



Véronique Neiertz: penalties

general idea into law, describing the offence as "a word, gesture, attitude or behaviour by a hierarchical superior with a view to compel an employee to respond to a solicitation of a sexual nature".

Employers would be obliged to establish in-house rules against harassment and would be forbidden from discriminating against victims or witnesses or resorting to other means to hush up cases. Often the victim is more punished than the person guilty of harassment," says Neiertz.

What is most striking about the new rules - and what sets France apart from other countries - is that they apply only to harassment by superiors and offer no remedy for people who are abused in this way by colleagues or inferiors.

It could be that harassment by colleagues is too widespread in France to be controlled by legislation. "I do not say there is not sexual harassment between colleagues, but when there is no link of power or economic dependence, the woman or man being harassed can defend themselves," Neiertz told a French newspaper. She added: "We must not end up with the excesses of the US, where the slightest glance can be misinterpreted".

William Dawkins

CONSTRUCTION CONTRACTS

Roundhill incinerator facility

TAYLOR WOODROW, together with American-based incineration specialist Dorr-Oliver, and GBE Environmental, has been awarded a £15m turnkey project to build a sludge incinerator facility for Severn Trent Water.

Taylor Woodrow's northern construction company will provide all civil engineering and project management skills required for the Roundhill

incinerator project in the west Midlands, with Dorr-Oliver contributing the incineration technology and GBE Environmental the flue-gas cleaning expertise.

Located near Stourbridge, the Roundhill plant is one of a new round of orders for fluidised-bed incineration facilities due to be placed by water companies throughout the UK this year.

£40m workload for Willmott Dixon

WILLMOTT DIXON companies have won contracts worth in excess of £40m.

Willmott Dixon Symes has been awarded contracts valued at £11.7m. They are: a £2.4m contract at Hammersmith Hospital for a PACS X-ray unit; a £5.6m extension and refurbishment to 105 Piccadilly, London W1, a Grade II listed building, for Haslemere Estates; and a £2.7m library extension at the Institute of Education in Woburn Square, London WC1.

Nine contracts have been awarded to Willmott Dixon

Henry Casley calls it the "Quest for Quality" and as Southern Electric's managing director, he has been pursuing it with all the enthusiasm and zeal of a Arthurian knight.

Casley's determination to follow a quality improvement programme at the regional electricity company is based on common sense and pragmatism - and significantly not on a management consultant's blueprint.

"Satisfied customers mean a satisfactorily profitable business," he says. He firmly rejects the notion that improving quality means higher costs. "In our view, quality is really getting it right first time, identifying what a customer wants and then making sure the customer gets it. Quality is productivity and efficiency in a much more acceptable name."

When it was privatised in December 1990, Southern inherited a huge business franchise covering 16,000 square kilometres with more than 2.5m customers, 8,200 employees and an annual turnover of about £1.6bn.

But the prospect of privatisation had already provided the crucial catalyst for change. The roots of Southern's quality programme go back five years to when the company's management embarked upon a drive to become the most successful of all the - then - area electricity boards.

As part of this effort, the business was reorganised into six operating divisions, each led by a divisional manager and management team. These new teams were asked to come up with proposals for overcoming problems - like staff attitudes and image - which had been identified as "obstacles to success". What emerged was a plan for team building and team briefings which started in February 1991.

By the autumn of 1990, Casley says the company had "reached a stage when we were ready for the next leap forward". He had become convinced that improving the quality of services provided to customers - internal as well as external - was the next step.

Casley believes strongly that it is important that the workforce "own the quality programme" rather than having it imposed on them from either above or outside.

At the start of December 1990, Edward Hyams, one of Southern's field managers, was appointed quality director. He reports directly to the managing director, makes regular presentations to the executive, and attends the monthly management meeting which always has quality on agenda.

Casley said he decided to seek MQA registration because its approach was "practical,

Customer care

Plugged into the quality circuit

Paul Taylor investigates one company's experience



Getting the message over: Quigs - quality improvement groups - aim to tackle problems

a "quality manager" would be appointed, a quality improvement programme would be adopted and the company would seek registration with Marketing Quality Assurance, the independent UK body which assesses and designates compliance with BS 7650-type quality standards for marketing, sales and customer service activities.

Adopting this route provided a framework for the quality programme while Casley exploited an existing friendship with Southern California Edison, the US electric utility, to provide a benchmark and role model.

MQA conducted an initial assessment - asking searching questions about Southern's systems and procedures - an exercise Casley describes as "holding up a mirror to expose the holes". But it was up to Southern to plan and execute its own quality improvement programme.

To ensure the message got through, there were presentations to all managers and employees on quality, a corporate quality video and articles in the staff newspaper which is sent to everyone's home. Meanwhile the quality management department produced a set of customer service guidelines.

So how were customers made aware of Southern's quality drive?

"We are pursuing quality for a good business reason," he says. "People unite behind quality, it is very proactive. It sounds a bit tough but you can use quality as the key driver within the organisation because it brings the people who provide the service face to face with the real world with what the customer wants."

Service engineers use their mobile telephones to tell customers if they will be late for an appointment.

At the same time, Southern has successfully managed to better the nine guaranteed service standards which Offer, the industry regulator, imposes on the privatised regions. For example, the regulator requires that customers be given two days notice of disconnection for maintenance but Southern gives a full week.

The company monitors and scrutinises its compliance with the externally imposed standards and its own 39 business indicators. "Unless an organisation keeps score, it does not know whether it is succeeding," says Casley.

Southern also draws up a comparative league table for its six divisions. "People are very competitive and quality is about being competitive as well," says Casley. Each month a performance report is presented to the management meeting.

Casley has no doubt the quality programme has produced gains, although he emphasises that it is a continuing process. Nevertheless, Southern can already claim some real successes. Symbolic of the progress so far, the company was recently presented with only the second registration certificate issued by MQA.

Henry Casley is particularly proud of the comment made by MQA's six assessors who spent a week at Southern preparing their final report: "The considerable progress evidently achieved by the company since the initial assessment carried out by MQA in April 91 appeared to be the result of considerable effort by southern electric directors, management and staff at all levels in the organisation, who displayed a high level of commitment to Southern Electric and its quest for quality."

Casley believes that Southern's continuing quest will provide real benefits for customers and shareholders alike, and ensure his company stays competitive in an increasingly deregulated market.

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In line but out of step

At British Telecom there are 5,000, at Philips 4,500, not to mention the 1,000 at BP. All over the country, middle managers are being laid off. Those who still have jobs face challenges through new information technology, quality programmes and fashionable flat management structures.

Yet you would not know it from talking to them. In a survey of the middle ranks of British management, some 80 per cent say future restructuring would pose no threat to their jobs and 75 per cent completely expected to remain as managers for their entire careers.

The survey, published today by the British Institute of Management, shows middle managers to be an optimistic lot: three-quarters were expecting a promotion shortly, and not one of the 1,000 asked saw demotion as likely.

Almost none of the managers expected their jobs to be changed much by trends towards sub-contracting or greater use of computers. For the biggest change in work practices was expected to come through Total Quality Management, but even in this area, two-thirds of middle managers expected no change.

Their replies are sharply out of line with the responses given to the same questions by the employers. Most of them said that middle managers would be bearing a greater burden in the future, but that the work would be done differently, with more emphasis on teams. Pay would increasingly be tied to performance, they said. Employers also expected middle managers to become generalists rather than specialists. As work practices changed, they would no longer be line managers but would start managing specific projects.

The report urges managers to keep their skills up to date, to put emphasis on team work and to press for more career guidance.

+*The Future of Middle Management by Malcolm Wheale, BIM. Tel: 0586 204222.*

Lucy Kellaway

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APPOINTMENTS

Financial moves

John Holmes, once head of one of the City's biggest integrated securities operations at Morgan Grenfell Securities, has returned to basics: the small institutional broking business of Credit Lyonnais Laing.

For the French-owned broking firm, Holmes is a significant catch: his move underlines CLL's progress over the past year (market share in UK equities has risen by around half - though it is still modest).

He is heading the firm's 25-strong institutional sales team.

Having become a managing director of another integrated house in London - Morgan Stanley - after the demise of Morgan Grenfell Securities, Holmes left to start an agency broking firm with Peter Quinlan, former head of James Capel, last year. That, though,

Even if Sir Charles Powell himself has not forgotten how many directorships he has taken on in recent months, almost everyone else must have done so. The latest batch for Margaret Thatcher's foreign policy supremo who moved to the private sector with a vengeance in the middle of last year was announced yesterday - three of them.

Sir Charles, who became a director of Jardine Matheson last August, is now spreading himself liberally around the group. Mandarin Oriental, the luxury hotel operation, Dairy Farm, the food retailer and manufacturer, and Hong Kong Land are all, we are told, in receipt of his services.

Insurance moves

WINDSOR Insurance Brokers, which has been expanding rapidly, has appointed general representative of the UK branch of ASSICURAZIONI GENERALI: Terence Linnegar becomes secretary/chief accountant.

■ **Norval Bryson** is appointed joint deputy chief executive and joins the board of SCOTISH PROVIDENT.

■ **BAIN CLARKSON** has appointed Terry Clark and Robert Dean, directors of the special risks division and Paul Crook and Stephen Adams, directors of the marine and energy division.

■ **Charles Thompson** is a director and deputy chief executive of SCOTTISH MUTUAL ASSURANCE.

■ John Hodges is deputy chairman and Bryan Ferguson md of CAMOMILE Underwriting Agencies.

CONTRACTS & TENDERS

INVITATION FOR TENDER

IONIAN AND POPULAR BANK OF GREECE S.A. is interested to purchase a software package for the needs of the Treasury Department and the Dealing Room.

Relative information and terms/conditions of participation in the tender can be obtained by interested parties (or their representatives) from the following address:

IONIAN AND POPULAR BANK OF GREECE S.A.
PURCHASING DEPARTMENT
39, Panepistimiou Street - Athens 102 43 - Greece
Tel.: 30-1-324 6523, Fax: 30-1-323 4502

All proposals must be submitted at the above address by 12:30 on the 21st of February 1992.

IONIAN BANK

TENDER FOR TRANSPORTATION OF CRUDE OIL FROM MIDDLE EAST GULF PORTS TO KARACHI

National Tanker Co. (Pvt) Ltd., a Government of Pakistan Enterprise, invites offers for the transportation of crude oil from Middle East Gulf Ports to Karachi, Pakistan under a Contract of Affreightment. The period of the Contract will be from 1st April 1992 to 31st March 1993. Total quantity to be transported during this period will be 4.8 million tonnes. The cost of carriage will be Rs. 62,000 to 75,000 per tonne.

Companies interested may obtain the tender documents, copy of C.O.D. and detailed terms and conditions on payment of Rs. 10,000/- per tonne of Pay Order or Bank Draft drawn in favour of National Tanker Co., (Pvt) Ltd, Karachi, Pakistan. The documents will be available from any of the following offices, on Wednesday up to 13th February 1992.

1. Chief Executive: National Tanker Co. (Pvt) Ltd.
2. Regional Representative: National Shipping Corporation Pakistan Commercial Building 21-24 Gloucester Road, Whitechapel, London E1 1JG.

3. Regional Representative: National Shipping Corporation Pakistan Commercial Building 21-24 Gloucester Road, Whitechapel, London E1 1JG.

4. Regional Representative: National Shipping Corporation Pakistan Commercial Building 21-24 Gloucester Road, Whitechapel, London E1 1JG.

5. Regional Representative: National Shipping Corporation Pakistan Commercial Building 21-24 Gloucester Road, Whitechapel, London E1 1JG.

The last date for submission of the tender bids is 15th February 1992 as per time/procedure stated in the tender documents.

Chief Executive: National Tanker Co. (Pvt) Ltd.
3rd Floor, PNC Building
M.T. Khan Road,
Karachi-Pakistan

PO Box 7

Please note that the original proxy signed by or behalf of the creditor must be lodged at the address mentioned; photocopies (including typed copies) are not acceptable.

Date: 13 January 1992

THE WEEK AHEAD

ECONOMICS

Spotlight picks out UK activity

INTEREST will focus upon the state of UK economic activity and upon price pressures in Germany this week. There is little sign, however, that economists in major financial markets expect any convincing evidence of economic recovery in Britain or that the Bundesbank has German inflation under control.

In Britain, Wednesday's industrial production figures for November will come under close scrutiny.

News last month of a fall in manufacturing output in October raised fears that Britain might be heading for a "double dip" recession and generated much pre-Christmas gloom about the economy.

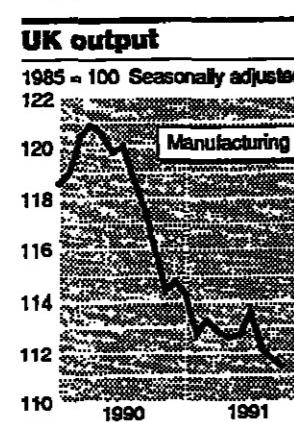
The median of City forecasts from MMS International, the financial services company, suggests that manufacturing output will be flat in November and 2.6 per cent lower than in November last year.

The provisional retail sales figures for December are expected to be similarly uninspiring, following today's report from the Confederation of British Industry that the Christmas trade was better than a year ago but that it nevertheless fell far short of shopkeepers' expectations.

German figures this week are expected to show an acceleration in consumer price inflation and money supply growth.

The figures are likely to stiffen Germany's determination to maintain a tight monetary policy when the Group of Seven finance ministers meet in the US on Saturday.

Among the economic highlights of the week ahead, with the median of city forecasts indicated in brackets from MMS International, are the following:



erations. Canada, November department store sales figures (flat).

Thursday: Germany, Bundesbank council meeting takes place. US, December Treasury budget (\$4.5bn deficit), January 11-20 auto sales figures (5.2m), money supply for week to Jan 13, initial claims for the week to Jan 11 (450,000). Japan, November personal consumption expenditure, income. Australia, November housing finance (up adjusted 3 per cent). Canada, November machinery orders, December trade balance (39bn surplus, customs cleared). Canada, December consumer price index non-seasonally adjusted (unchanged on month, up 4.2 per cent on year). CPI seasonally adjusted (up 0.2 per cent on month). November adjusted retail sales (up 0.8 per cent).

Friday: US, Q4 housing vacancies. December bank credit, commercial & industrial loans.

Wednesday: US, Western foreign ministers confer in Washington concerning humanitarian aid for states of the former Soviet Union. Fed releases the "tan book" on economy for February 4-5 meeting of the open market committee.

December housing starts (1.05m), building permits. UK, November manufacturing output (unchanged on the month, down 2.6 per cent on the year).

December producer price index (down 0.2 per cent), December M3 from Q4 base (up 5.2 per cent), December import prices (down 0.5 per cent on month, up 5 per cent on year), release of the British Chambers of Commerce Q4 1991 economic survey. Japan, December money supply figures (up 2.5 per cent on year).

Peter Norman

PARLIAMENTARY DIARY

TODAY

Commons: Local Government Bill, second reading. Proceeding on the Stamp Duty Bill.

Lords: Debate on the working relationship between the Department of Health and NHS medical practitioners. Debate on a case against Trident. Further and Higher Education Bill, report.

Selected committees: Public accounts - subject, Criminal Legal Aid. Witnesses: Sir Clive Whitmore, Home Office, and Mr T. Legg, permanent secretary to the Lord Chancellor (Room 16, 4.30pm).

Social Security - subject, operation of pension funds. Witnesses: The Graphical, Paper and Media Union (Room 15, 5pm).

TOMORROW

Commons: Asylum Bill, remaining stages. Local Government Finance Bill.

Bill, committee stage. Seven Bridges Bill, committee. Select committee: Trade and Industry - subject, export to Iraq. Witnesses: Walter Somers (Room 15, 10.45am).

Wednesday

Commons: Debate on the Autumn Statement. Motions on Scottish housing grants.

Lords: Debate on the Patients' Charter in the NHS. Debate on the balance between capital and management in the community in the 21st century. Question to government on policy towards the South Pacific.

Selected committees: Environment - subject, coastal zone protection. Witnesses: Committee of Vice-Chancellors and Principals, standing conference of Principals, Association of Heads of Polytechnic Student Services (Room 8, 4.30pm).

Education and Science - subject, student support. Witnesses: Committee of Vice-Chancellors and Principals, standing conference of Principals, Association of Heads of Polytechnic Student Services (Room 8, 4.30pm).

Employment - subject, retraining and reemployment. Witnesses: Open University, SELI Limited, Great Western Enterprise Limited (Room 20, 4.15pm).

Welsh Affairs - subject, community care - the elderly. Witnesses: Age Concern Wales; Association of Care Retired Members Association, TGWU (Room 20, 4.15pm).

Health - subject, NHS Trusts. Witness: NHS Management Executive (Room 15, 4.15pm).

Witnesses: Powergen plc, East Midlands Electricity plc, Office of Electricity Regulation (Room 16, 10.45am).

Treaty and Civil Service - subject, Banking codes of practice and related matters. Witnesses: National Consumers Council, Consumers Association, Forum for private business and the CBI (Room 20, 10.45am).

Defence - subject, the TA. Witnesses: Mod officials (Room 16, 10.45am).

Selected committees: Environment - subject, coastal zone protection. Witnesses: Committee of Vice-Chancellors and Principals, standing conference of Principals, Association of Heads of Polytechnic Student Services (Room 8, 4.30pm).

Employment - subject, retraining and reemployment. Witnesses: Open University, SELI Limited, Great Western Enterprise Limited (Room 20, 4.15pm).

FRIDAY

Commons: Private Members' Bills.

JANUARY 20

Crisis and Change in the Foreign Exchange Market. International Conference, hosted by Tolerton, on changing confrontational forces. Speakers: Jim Meekin, Eddie George, Tony Blair, John Major, Michael Heseltine, Vassilis Loucas, Elizabeth II. Conference Centre, Westminster. Contact: Jaye Ruby, Tel: 071 583 0044. Fax: 071 583 1837.

LONDON

JANUARY 23-24 NEGOTIATING WITH THE SPANIARDS. An intense two-day seminar designed for the key managers negotiating (or planning to negotiate) long term agreement with Speaker: Vincent Gray. Contact: Louise Knight, Frost & Sullivan Ltd, Tel: 071 730 3438. Fax: 071 730 3343. Queen of 10987. LONDON

JANUARY 24

The Reintegration of the Baltic States into the World Community. convened by The Royal Institute of International Affairs in association with the Governments of Estonia, Latvia and Lithuania. & The London Chamber of Commerce and Industry. To be held at Caltham House, London. Enquiries RIA Conferences, Tel: 071 937 5700; Fax: 071 937 5710. LONDON

JANUARY 29

Investment in Housing Associations. For landlords and institutional fund managers - seminar covering market, risks, H.A. requirements, public grant interface, achieving an assured rate of return. Chartered Accountants' Hall, Moorgate Place EC2, 4-5pm. Contact: Peter Tegg, Social Housing Finance Consortium Limited, Tel: 071 388 3611 Fax: 071 2139. LONDON

JANUARY 30-31

What it takes to win: Transforming leadership for innovation and performance. Learn the differences between managing and leading and realize the importance of leadership style to increase your competitive advantage through innovation and change. Speaker: Dr John Nichols. Contact: Louise Knight, Frost & Sullivan Ltd, Tel: 071 730 3434. Quote ref 710FT. LONDON

JANUARY 31

The Implications for Property Investment and Development. The programme will cover DoE proposals, infrastructure, opportunities for commercial and residential property. Contact: Veronica Beeson, Henry Stewart Conference Studies Tel: 071 933 2382. LONDON

FEBRUARY 3-4

Profitable Pricing. Providing hard hitting solutions for pricing issues in a range of environments, this seminar has a practical approach supported by examples of proven strategies. Speaker: John S Harrison. Contact: Louise Knight, Frost & Sullivan Ltd, Tel: 071 730 3438 Fax: 071 730 3343. LONDON

FEBRUARY 5-6

EUROPEAN HUMAN RESOURCES. Speakers from leading companies to discuss their human resources management. Keynote speaker is Sir Brian Wilson, chairman of Wembury and the National Training Task Force and the National Training Committee. A Conference Board Europe meeting. Contact: Louise Knight, Frost & Sullivan Ltd, Tel: (32) 2640 6340 Fax: (32) 2640 6735. LONDON

FEBRUARY 6

UK Working - Japanese Style. Learn from the world's most successful economy. This conference will review the best Japanese Human Resource systems. It will inspire directors eager to enhance their business strategies and achieve an efficient, productive and committed workforce. Enquiries: Director Conferences 081 730 0022. LONDON

FEBRUARY 7

THE MOST IMPORTANT TECHNOLOGY EVENT OF 1992. Getting different systems working together - interoperability is the most significant IT development of the 90s. Aimed at Interoperability Specialists for the answer on open systems. Contact: Sharston Point, Bletchley Online. Tel: 081 742 2223 or Fax: 081 742 2286. LONDON

FEBRUARY 18

WAREHOUSE & DISTRIBUTION SOFTWARE. Conference & Integral Exhibition. Practical conference covering warehouse vs. distributed systems, forecasting, despatch, retail IT strategy, order picking, small parts control, pan-European operations. Speakers from Manor Electronics, EMI Compact Disc, Texas Instruments, Wiggins Teape, Robert Bosch. Contact: Hilary Keeble, NMHC Ltd. Tel: 0234 750323 Fax: 0234 730875. CRANFIELD

FEBRUARY 19

COST REDUCTION IN WAREHOUSING.

FEBRUARY 24

MOULDING THE FUTURE.

FEBRUARY 10-12

Effective Business Presentations.

FEBRUARY 11

Executive Information Systems: Adding Value with External Information.

FEBRUARY 17

London Motor Conference.

FEBRUARY 17-18

Cable Television & Satellite Broadcasting.

FEBRUARY 25

OUTSOURCING INFORMATION TECHNOLOGY.

FEBRUARY 26

SUCCESSFUL STRATEGIES FOR DESIGN MARKETS.

FEBRUARY 27-28

Contractual Defect & Risk Limitation in Offshore Supply & Construction Contracts.

FEBRUARY 18

IT Investment Appraisal: New Approaches To Measuring the Business Value of IT.

FEBRUARY 27-28

Contemporary Europe.

FEBRUARY 29

WHAT'S NEW IN LUBE OILS?

FEBRUARY 30

GLOBAL TAX PLANNING.

FEBRUARY 31

MANAGING FINANCIAL RISKS.

MARCH 1

MANAGING FINANCIAL RISKS.

MARCH 2

HOW TO IMPLEMENT STRATEGIC IT PROJECTS.

MARCH 3

THE NEW VAT REGIME FOR EXPORTS AND IMPORTS.

MARCH 4

DOING BUSINESS IN CZECHOSLOVAKIA.

MARCH 5

DOING BUSINESS IN HUNGARY.

MARCH 6-7

TRADE MISSION TO VIETNAM.

MARCH 8-10

COMPETITIVE INTELLIGENCE.

MARCH 12-13

EC CORPORATE TAX DIRECTIVES.

MARCH 16-19

CHEMISPEC EUROPE '92.

MARCH 20-21

INTERNATIONAL TRADE FAIRS, EXHIBITIONS & CONFERENCES.

RESULTS DUE

ALL EYES this week will be on the results of Louhro on Thursday. Shares in the conglomerate, which has wide ranging agricultural, manufacturing and leisure interests, have dropped from 239p in late November to 150p last night. Concern centres around the "tycoon factor" - i.e. what would happen to the company when it loses its driving force, Mr Tiny Rowland, 74.

Interim results from Budgens on tomorrow will be the first news on how things are progressing at the food retailer, where institutional investors installed a new management team last April. Analysts are expecting pre-tax profits of about £1m, and will be interested to hear how Sunday trading is holding up, now that other food retailers have clambered aboard the bandwagon which Budgens was one of the first to get rolling.

Newman Tonks, Europe's largest maker of architectural

hardware, will report on Wednesday a steep drop in pretax profits for the year ended October. They are likely to fall to about £21m, from £23.2m a year earlier.

The decline is no surprise given the abysmal UK housing market. The group's strength abroad, coupled with tight management, will have helped minimise the blow. Analysts are pencilling in a slight pick-up for the present year.

Denmans Electrical Derby Trust Lenfro McCarthy Interiors Cook (DC) Park Food Proteus Int. Ransom (Wh.)

FRIDAY JAN 24

COMPANY MEETINGS: Western Selection, Honourable Artillery Co., Armoury House, City Road, E.C. 10.00

BOARD MEETINGS: Finnis, Intercare, Wheway, Intertech, Finsbury Pickering, Sketchley Grange, Burbridge, Leicestershire, 12.00

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COMPANY MEETINGS: Burton, Marriott Hotel, 10, Grosvenor Square, W. 10.00

COMPANY MEETINGS: Dundee & London Inv. Edinburgh, 12.00

Leeds Group, Post House, Bransholme, Leeds, 12.00

Sanderson Electronics, Grosvenor House Hotel, Charing Cross Rd, London, 12.00

MSPC, Centre Point, New Oxford Street, W.C. 12.00

Midland, 165, High Street, Barnet, Herts, 10.00

ARCHITECTURE

New life for old buildings

Colin Amery discusses the Georgian Group's plans

Change at the expense of character in England's smaller towns was the theme of a symposium held in London last week under the auspices of the Georgian Group. The Group has spent the last two years carrying out photographic surveys of market towns with the object of presenting a clear picture of their architectural condition as they cope with the arrival of by-passes, shopping malls, supermarkets, and businesses.

The fruit of these photographic labours can be seen in an exhibition, *The Future of the English Town*, sponsored by the Department of Environment and the Monument Trust. The exhibition, which will travel, can currently be seen at The Nash Room, 12, Carlton House Terrace, London, SW1 until February 9 (10am to 5pm Monday to Saturday).

Naturally you would expect an outfit like the Georgian Group to be concerned with conservation and preservation, but the Group has recently effectively widened its concerns to cover planning and the architectural debate. It was something of a breakthrough to have at the symposium the Incumbent President of the Royal Institute of British Architects, Richard MacCormac, who spoke effectively to the gathered conservation officers about new buildings.

It was John Fidler, the head of architecture and conservation at English Heritage, who presented the facts about the state of protection of historic towns. Although developers may feel otherwise, it is worth noting that there are only 438,000 listed buildings in England and some 7,500 conservation areas. The total number of listed buildings represents only six per cent of the whole national building stock. As Fidler very wisely said, these listed buildings represent a finite cultural resource, and one that cannot be placed in a museum. In each of the 551 recognised historic towns in England we see a palimpsest of the nation's history. As three listed

buildings a week are quite legally demolished it can be seen how vulnerable our historic towns are. At this particular time it is the edges of town that are easily eroded for car parks, supermarkets and roads.

So often it is the multi-storey car park that delivers the *coup de grâce* to the historic town but there are also more subtle threats. The decline of residential occupancy at the centres of small and large towns causes considerable loss and damage. There are many provincial towns where the betting shop, the building society and the estate agent are practically the only occupants – and the estate agents are waning fast.

There is one project which is not well enough known that is trying to do something to increase residential occupancy in town centres. The "Living over the Shop" project funded by the Joseph Rowntree Foundation and the Department of the Environment aims to encourage the residential use of vacant space above shops. It was a change in the law in the 1988 Housing Act that made it possible for Housing Associations to own part-commercial property. This important change means that owners of commercial properties with vacant upper floors can now grant business tenancies to housing associations which will allow vacant possession to return the owner by a specific date. The Project offers an information service to local authorities and owners and is working closely with the Housing Corporation.

A pioneer project will open soon in Stamford, Lincolnshire where four upper stories of a 1790 listed building, which have been empty for 20 years, will be let through a housing association as studios for single people on the local authority housing waiting list. One small change in the law, one benevolent charity and some lateral thinking, shows how a small start can be made to rejuvenate historic town centres. We are at the end of a decade of

market led redevelopment and the symposium concluded that now is a good time to stand back and consider the best ways of achieving a solution to the deteriorating condition of town and city centres. Is it true that the state of our cities is a direct result of the rural bias of the planning system? There are also a multitude of organisations for the protection and preservation of the countryside but, as a speaker from the Civic Trust said, "there is no Council for the Protection of Urban England." Urban England is not an image that comforts any Englishman abroad in the way that he dreams of the Cotswolds when he is in the Sahara. Is anti-urban sentiment so strong in England that there is no intellectual impulse behind the whole subject of urban design?

It was gratifying to hear the President of the Royal Institute of British Architects say that the beginning of an urban renaissance depended on analysing towns in terms of organisation, use and scale. There is no point in looking at towns as places for the uncontrolled debate about architectural style. Towns have every opportunity today of being places where people live to enjoy the virtues of civilisation. We can drive to shop just once a week to the out of town stores while our historic town centres are rejuvenated for residential use. The corner shop and the specialist store could occupy refurbished historic buildings with low tech businesses with computer networks occupying the formerly unused upper floors.

The present slow period of recession and lack of redevelopment offers a wonderful chance gradually to enhance our historic towns. Newbury, Frome, Melbourne, Castle Donington, Cirencester, Beverley, Truro, Bury St Edmunds, Kendal, Chesham, Newark, Farnham, Knutsford, Chippenham, Richmond and Wotton – the litany of names of towns in the exhibition is just the tip of the glorious urban vision waiting to be rediscovered.



Cheltenham happily accommodates its shopping mall

Giselle

COVENT GARDEN

On Saturday night, Viviana Durante made her debut as *Giselle*, and fortunate young ballerina, had the inestimable advantage of Irak Mukhamedov as her Albrecht. It is in no way to diminish the merits of Durante's performance to say that, without Mukhamedov, her interpretation would have seemed less touching, or less moving than the staging, established the world in which *Giselle* must love and suffer, and become a protective wing.

Mukhamedov, as we know from his Bolshoi appearances, is a great Albrecht. The sustaining thread of his reading is a passion for *Giselle*. This Albrecht is not playing with *Giselle's* feelings; his every moment with her – as peasant girl or will – reasserts that intensity of feeling which he shows her (and us) early in Act 1. Soon after their first tender greetings, Albrecht looks intently at *Giselle*, and, miraculously, Mukhamedov conveys the gust of passionate love that sweeps over the heedless aristocrat at this moment, justifying for him this village dalliance. He raises his arm and swears fidelity... (*Giselle*, instead, proposes the flower test) and the rest of the drama is explained.

Because Mukhamedov is a totally expressive artist – no step meaningless, no gesture unfeling – every least nuance of emotion is made clear, ardent, poetically beautiful. Remorse, despair, at his own folly in the mad scene – to



Viviana Durante and Irak Mukhamedov which Mukhamedov gives intense pathos by his involvement in *Giselle's* torment, and his ability to suggest that each appearance by the will *Giselle* deepens his love for her, establish a world of emotion which sustained Durante's reading as surely as did his partnering. The dance blazed in the forest scene, noble and grand in outline as in expressiveness. Mukhamedov's Albrecht is a peerless incarnation of Romanticism. His exit in Act 1 – turning back to gaze at the dead *Giselle* – was worthy of Gericault. His pose, flower held aloft, as the heart ends, would have inspired Berlioz.

And in nothing is this marvellous interpretation selfish. The generosity and dedication that have marked Mukhamedov's every role gave Viviana Durante an ideal framework.

Clement Crisp

An Affair with Numbers

BARCIN HALL AND RADIO 3

At the weekend, the BBC mounted an almost compendious survey of Alban Berg's music in four concerts. "Almost compendious" because his operas *Wozzeck* and *Lulu* were represented here only by the concert-suites Berg drew from them, but nothing else of significance was omitted. Writing at half-time in this mini-festival, I can say already that it is a signal success: excellently planned and beautifully performed, with the greatest bonus (for the audience in the hall) of George Perle's searching programme notes.

Among major composers of any period, there is scarcely another whose oeuvre adds up to so few hours and minutes except, of course, Anton von Webern, Berg's own colleague and fellow Schoenberg-disciple. Webern, however, took early to "miniature" forms, or more exactly to composing atonal pieces of extreme, stripped-down concision. Berg wasn't a natural minimalist at all; as we heard on Friday and Saturday, his experiments with very brief pieces went no further than those for clarinet and piano, op. 5, and his op. 4 songs with a disproportionately huge orchestra) on tiny poems by Peter Altenberg.

When Webern came to embrace Schoenberg's method of composing with "twelve-note rows", his music expanded just a little: movements a few minutes long, instead of a few seconds. Meanwhile Berg was developing his own idiom in works on a much more substantial scale, in which gently Schoenbergian experiments figured only here and there. Except for a single work from 1925, and his very last work, he died in 1935, his fifty-first year, are committed to "twelve-note" music, and then a style that constantly infringes the austere ground-rules of the Schoenberg method.

What really happened, as the first two BBC concerts let us hear quite clearly, was that Berg developed his own cast-iron language, highly chromatic, highly calculated, potent and poignant without forcing it into Schoenberg's mould. He espoused a version of "twelve-note" composing, quite individual, only when it could accommodate his own expressive idiom without cramping it.

There is no sharp break between the hyper-sensitive, post-Romantic songs of his earliest, pre-Schoenberg years (which Arleen Auger and Alan Ogle sang on Friday with acute sympathy) and the intricate density of his mature works, but merely a steady acquisition of technique and a unique composition of "twelve-note" rows.

After Friday's little banquet of early songs, the clarinet pieces (in which Anthony Pay and Ian Brown were impeccably subtlety and Berg's refined version of the Adagio from his later Chamber Concerto, Saturday's BBC Symphony concert was a sumptuous affair. Each work bore the marks of superb preparation by the conductor Andrew Davis. We had the 1912 Altenberg songs ravishingly sung by Yvonne Kenny, their mournful orchestra handled with the utmost delicacy, and the orchestra's Three Pieces op. 6, the *Wozzeck* Suite and the great Violin Concerto, Berg's last completed work.

All the performances were rich in insights, and they were precisely exquisite almost to a hair. Davis dwelt lovingly over the concerto, in perfect tune with Ulrich Hoelscher's chaste, tender account of the solo role, at some cost to the dramatic muscle of the score, but for once, at least, the result was so lovely to hear that one barely minded a tougher thrust.

If the chaotic "catastrophe" in the third movement was under-powered, the final Adagio was still extraordinarily moving, and rendered transparent far beyond any run-of-the-mill treatment. In the *Wozzeck* movements, the innate gentility of Miss Kenny's soprano did not make her a natural Marie (the ruined heroine of Büchner's text), but she captured the felt anguish marvelously, and Davis brought off the famous sunning-up "interlude" with searing conviction. The Three Pieces ended the concert with all the right baleful force, still with refined control and sharp understanding.

David Murray

conducted by William Christie, returns tomorrow for a two-week run (4286 8883)

Sally Tiebel

Gunther Herbig conducts the Orchestre de Paris on Wed and Thurs in music by Brahms, Schumann and Shostakovich (4563 0796)

■ VIENNA

Staatsoper 19.00 Bruno Weil conducts *Le nozze di Figaro*, with a cast including Lyubov Kazarnowska, Boje Skovhus, Anton Scharinger, Gabriele Sima and Heinz Zednik, also Fri.Tomorrow: *Madama Butterfly*, Wed and Sun: *Tannhäuser*. Thurs: *Brahms' L'elisir d'amore*. Fri: *Turandot*. Fri: *Der fliegende Holländer* (382 6000)

■ PARIS

Palais des Congrès

The Kirov Opera gives performances of *Mazepa* and *Khovanshchina* on Fri, Sat and Sun (4068 0006)

Palais Garnier

The Ballet de Marseille opens a two-week season on Wed with Roland Petit's production of *Sleeping Beauty* (4017 3535)

Opéra Bastille

Tonight's performance is the last of this season of *Yannis Kokkos'* production of *Boris Godunov*, Wed, Thurs, Fri in the Amphitheatre:Claire Gibault conducts *Myriam*, Tanant's *Opéra de Lyon* production of *Mozart's Apollo et Hyacinthus* (4001 1616)

Théâtre des Champs-Elysées

Tonight, tomorrow, Wed and Thurs: *Georges Prêtre* conducts the Orchestre National de France (4720 3637)

Châtelet

Tonight at 20.30: Ivo Pogorelich plays Chopin. The rest of the week is devoted to *West Side Story* (4028 2840)

Opéra Comique

Jean-Marie Villégier's 1986 production of *Lully's Atys*.

guide a Ravel, for example. But what Dukas uses is a method based on other methods." He preferred Prokofiev to Shostakovich, whom he likened to "Brahms: everywhere and all the time". In the background there is the wise, benign figure of Darius Milhaud and the less positive, sympathy-demanding form of Henri Sauguet.

Prompt as he was to express pleasure in his own music, he waited urgently for the opinion of friends he trusted (Bernac most of all). When Charles Koechlin, his former and greatly respected teacher, compared the new ballet *Les amazones modèles* unfavourably with the much earlier *Les Biches*, Poulenc was hurt. Judging from the concert suite, Koechlin surely had a point. *Les Biches*, so successful in blending near-pastiche with modernism's sophisticated and sympathetic, is a small-scale masterpiece which in its own kind Poulenc could not surpass (it needs the rowdy chorus parts, not often I think done in the theatre but included in the Markevitch/Monte Carlo and Prêtre/Philharmonia recordings).

There is plenty about singers, singing and the setting of

Ronald Crichton reviews Poulenc's other writings

words. "Essentially I am a man of song in all its forms". He preferred contemporary poets, Apollinaire and above all, Paul Eluard. "It is really Eluard who has brought out the best in me". He liked to hear poets read aloud their own work and to recall, when it came to setting their voice. He had a gift for describing singers. Bernac of course but others too, amateur as well as professional, among them the beloved Denise Duval who did much to cheer Poulenc's later years.

Throughout the letters one senses an unresolved question Paris or the country? Though he often enjoyed his house in Tournai he insisted he was not a Tournai – his childhood was spent happily at Nogent on the Marne on the eastern outskirts of Paris, where the bal musette music had an enduring influence on his style. Was he ever, except through his social life, in the fullest sense a Parisian? Of his religion he said "I have the faith of a country priest". There remained something contrived, even doggy, about him – in his features, in his way of barking stories and salutes, in the tail-wagging, trotting allegros and the lyrical sentimental effusions interrupted by gruff, canine explosions.

Yet he loved New York and he seemed at home in England. He would have come to Alderburgh more often to perform with Benjamin Britten if he hadn't disliked the sea air. In the programme of a Festival tribute after his death, Britten and Peter Pears wrote the following – "One of his most adorable qualities was that he was incapable of being anything but himself – a delightful friend and a lovable musician."

"Poulenc". Francis Poulenc. "Echo and Source" Selected Correspondence 1915-1963. Translated and edited by Sidney Buckland. Gollancz £30, 448 pages.

INTERNATIONAL ARTS GUIDE TODAY'S EVENTS

AMSTERDAM

Concertgebouw 20.15 Godfried Hoogeveen plays cello sonatas by Rakhmaninov, Brahms and Britten. Tomorrow: Netherlands Student Orchestra and vocal soloists in a programme of operatic and orchestral music by Tchaikovsky, Prokofiev, Wagner and Ravel. Wed at 12.30: Riccardo Chailly conducts the Royal Concertgebouw Orchestra in a free lunch concert. Wed, Thurs, Fri: Chailly conducts Tchaikovsky's Fifth Symphony. Sat: Richard Hickox conducts the Netherlands Chamber Orchestra, with soprano Amanda Roosroef. Sun: Lazar Bernstein (6716245). Muziektheater 20.00 Louis Langrée conducts Offenbach's Les brigands. Runs till Jan 23; with next performances on Wed and Sun evenings: Nederlandse Dans Theater (6255 455/credit card bookings 8211 211)

BARCELONA

Gran Teatre del Liceu 21.00 Song recital by Anna Katabanava. Wed and Sat: Mauro Ernster conducts Tchaikovsky's Queen of Spades (432 1466)

Palau de la Música 21.00 Heinz Holliger conducts the Chamber Orchestra of Europe in Schenker's *Verklärte Nacht*, Ravel's *Le Tombeau de Couperin* and Milhaud's *Le boeuf sur le toit*. Tomorrow: Orpheus Chamber Orchestra. Thurs: Gennadi Rzhechetovskiy conducts the Moscow State Philharmonic Orchestra. Fri, Sat and Sun: Garcia Navarro conducts the Barcelona City Orchestra in a concert performance of Granados' *Goyescas* (288 1000)

BERLIN

Schauspielhaus 20.00 Mstislav Rostropovich conducts the Berlin Symphony Orchestra in Glazunov's Russian and Lullmida overture, Shostakovich's First Cello Concerto (celist Wendy Warner) and Tchaikovsky's Fourth Symphony. Tomorrow: Jia Lu conducts Beethoven and Dvorak. Fri: Hans Rosner conducts Sutermeister's *Te Deum* and Faure's Requiem (East Berlin 2272 261). SFBS Grosserer Sendesaal 20.00 Nikolaus Harnoncourt conducts the Berlin Radio Symphony Orchestra in music by Haydn and Mozart (3027 242). Deutsche Oper 19.00 Stefan Soltesz conducts Günter Krämer's production of Die Zauberflöte, also Sat. Tomorrow: Christopher Bruce ballet evening. Wed: L'elisir d'amore. Thurs: Tosca. Fri: Aida. Sun: ballets by Balanchine, Roland Petit and Minkus (West Berlin 3410 249). Staatsoper unter den Linden 19.00 Egon Bischoff's production of *Giselle*, also Fri. Tomorrow: Die Metropol-Theater has

performances of Jesus Christ Superstar daily except Wed, Thurs and next Mon (2022 715).

■ MILAN

Teatro alla Scala 20.00 Wolfgang Sawallisch conducts the Orchestra of La Scala in Britten's Young Person's Guide to the Orchestra, a suite from Stravinsky's Pulcinella, and Mendelssohn's Scottish Symphony. This week's other performances at La Scala are of Auber's opera *Fra Diavolo* (East Berlin 2292 555)

THEATRE

West Berlin: Sweet Charity, the musical by Cy Coleman, Dorothy Fields and Neil Simon, starts previewing at the Theater des Westens on Fri (3100 3193). The Schiller Theater repertoire this week includes Schiller's The Robbers tonight, Lessing's Minna von Barnhelm tomorrow and Molère's *Le Malade imaginaire* on Wed (3190 230). East Berlin: this week's repertoire at the Berliner Ensemble includes a Kurt Weill evening on Wed and The Good Person of Sezchuan on Sun (2227 712). The Deutsches Theater has Kleist's Das Käthchen von Heimbrown on Wed, an adaptation of Bulgakov's A Month in the Country on Fri and Lessing's Nathan the Wise on Sat (2071 225), with Ibsen's John Gabriel Borkman tomorrow and GB Shaw's Heartbreak House on Thurs at the Kammertheater (2871 226). The Maxim Gorki Theater repertoire currently includes plays by Feydeau, George Tabori and Chekhov. The Bühnen's Woyzeck on Fri and Chekhov's The Robbers tomorrow and Sat, Bühnen's Woyzeck on Fri and Chekhov's On the High Road on Sun (282 3394). The Metropol-Theater has

■ NEW YORK

Blue Note Jazz Club and Restaurant

Tonight's shows (21.00, 23.00 and 01.00) feature Charles Farnham. The rest of the week is devoted to the third programme in Dizzy Gillespie's Blue Note Diamond Jubilee series: entitled To Bird, With Love, Dizzy pays tribute to Charlie "Yardbird" Parker, who along with Dizzy, pioneered the bebop movement in jazz. Dizzy will join the following guest saxophonists: Hank Crawford and Vincent Herring (tomorrow), David Holloway (Wed), Clifford Jordan and Antonio Hart (Thurs), Benny Golson and David Sanchez (Fri), Jackie McLean and Paquito D'Rivera (Sat) and Nathan Davis, Tim Warfield and Mario Rivera on Sun. (475 8592) Avery Fisher Hall Tomorrow's New York Philharmonic concert is conducted by Leonard Slatkin and features music by Claude Baker, Mozart and Dvorak. On Thurs, Charles Dutoit opens two weeks

of Philharmonic concerts with a programme including Szymborski's Second Violin Concerto (solist Chantal Juillet) and Falla's Three-cornered Hat, repeated on Fri, Sat (875 5030)

FINANCIAL TIMES

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Monday January 20 1992

Easing the German pain

THE Bundesbank's influence on monetary conditions throughout Europe is reasonably clear-cut; but the way in which it makes its decisions can be more obscure. The headline-making ½ percentage point increase in the German Lombard rate before Christmas was pushed through by the regional members of the Bundesbank's council. This was against the advice of its president, Mr Helmut Schlesinger, who – more alive to the international sensitivities – favoured a more restrained increase of just ¼ per cent.

Not merely because of the Bundesbank's occasional ability to surprise, there is nervous speculation about when it will start to reduce rates again. Having helped bolster European growth during 1990-91 as a by-product of its unification-induced boom, Germany is now accused of choking neighbouring economies with its tight monetary grip. In the wake of the recent easing of US and Japanese monetary policy, the pressure on the Germans to cut rates will increase at this weekend's meeting of finance ministers of the seven largest industrialised countries.

As the German economy slows over the next few months, the Bundesbank will certainly have leeway to lower interest rates. First, however, some crucial conditions will have to be fulfilled. After last year's pay settlements of 7 per cent or more, the Bundesbank is right to be worried about the build-up of the running to control inflation.

The core public sector deficit – running at 4 per cent of gross national product – is still too high, especially as the economy is slowing significantly. Of still greater concern is the proliferation of debt accumulating in off-budget financing vehicles such as the Unity Fund, as well as heavy burdens caused by support for exports to the former Soviet Union. Once the temporary 12-month income tax surcharge runs out this summer, Bonn is relying on a VAT rise next year to restrain the deficit. But tougher action will be required to meet the challenge.

In post-war economic cycles, the Bundesbank has waited on average seven months before easing interest rates from their peaks. This time round, the rest of Europe has good reason to expect that the Bundesbank will want to move sooner. But foreigner's demands for action should be lodged with Mr Kohl, not Mr Schlesinger. Unless Germany brings its newly enlarged economy into better balance, it will not only punish its neighbours, but will also suffer itself.

Competition in electricity

THE UK electricity industry has borne out the predictions made at its privatisation a year ago. Both the two generating companies and the regional distributors stand accused of anti-competitive behaviour.

National Power and PowerGen, it is persuasively argued, are using their dominant market position to manipulate prices in the wholesale market for spot electricity, known as the pool. Regional distribution companies are accused of making excess profits, and of showing insensitivity in awarding large salary increases to their directors. The Labour party, which has on the whole avoided promises to renationalise utilities, recently said it would renationalise the national grid and reimpose a measure of government control over the power market.

Do these rumblings suggest that outside intervention is required, or are they merely teething problems as a large and complex industry adjusts to its new existence?

The answer is the former. The two large generators account for 65 per cent of the country's capacity, which is too much. This stems from the government's original wish to create generating companies large enough to own the nuclear power industry – which it no longer proposes to privatise. The big two have decisive leverage over the price of electricity set in the pool. They will also in future have a critical influence on the price of UK coal, and thus the shape and size of British Coal.

Since the power generators are not directly regulated, Britain in effect has a largely unchecked duopoly, with too much power both over consumers and related industries, such as coal.

Sceptical

At the distribution end of the market, the case is less clear-cut. Although the regional companies enjoy monopolies in their local franchise markets which are providing them with a strong cash flow, the intention is that these monopolies will be steadily whittled away over the next six years. Consumers, however, are right to be sceptical whether these powerful regional bodies will ever face

I have never faltered, and I will never falter, in my belief that enduring peace and the welfare of nations are indissolubly connected with friendliness, fairness, equality and the maximum practicable degree of freedom in international trade.

How remote did achievement of Cordell Hull's dream seem when he published these words in 1937. How fortunate that the US secretary of state, the father of the General Agreement on Tariffs and Trade persisted. For now, in 1992, his dream is on the verge of achievement. With the Uruguay Round of multilateral trade negotiations reaching its climax, a liberal trading order, covering virtually all countries and almost all trade flows, is within the world's grasp.

Yet some who should know better seem incapable of seeing what is at stake. Others who do know better seem incapable of meeting the challenge. But without a dynamic trading system neither the prosperity of the rich nor the hopes for prosperity of all countries can be ensured.

Never have the fundamental principles of the Gatt – liberalism, non-discrimination and the international rule of law – been more enthusiastically embraced. From Mexico City to Moscow, liberalisation is the order of the day. The Gatt secretariat announced last April that at least 45 countries had liberalised their trade policies since the start of the Uruguay Round, which has also seen active participation by many developing countries that had previously insisted on unreciprocal benefits.

Unfortunately, a comparable commitment is not being shown where it matters most in the US, the European Community and Japan, which account for over half of world exports. Having lectured so long on the need for all countries to participate in the liberal international trading system, these countries seem unwilling to do what is needed to stop it foundering.

The US has abandoned its long-standing commitment to non-discrimination and, as was demonstrated by President Bush's sales trip to Japan earlier this month, is increasingly addicted to bilateralism and managed trade. The EC has failed to rise above the twin imperatives of its corrupt farm politics and incompetent farm policies. The Japanese seem incapable of putting aside their attachment to geriatric farmers and gerrymandered politics.

Yet it is on these hobbled giants that success depends. Faced with the dérangement of the Gatt's director-general, Mr Arthur Dunkel – the Draft Final Act Embodying the Results of the Uruguay Round of Multilateral Trade Negotiations, released just before Christmas – they must now choose between a draft that all find unsatisfactory and no conclusion at all. Mr Dunkel has proposed Easter 1992 as the date for a conclusion, including to the market access negotiations. While that deadline could be broken, as too many have been before, the price would be US ratification after the forthcoming elections.

The outcome agreed in Geneva would then become a political football. In post-war economic cycles, the Bundesbank has waited on average seven months before easing interest rates from their peaks. This time round, the rest of Europe has good reason to expect that the Bundesbank will want to move sooner. But foreigner's demands for action should be lodged with Mr Kohl, not Mr Schlesinger. Unless Germany brings its newly enlarged economy into better balance, it will not only punish its neighbours, but will also suffer itself.

Contrary to some unscrupulous comment, Mr Dunkel's draft was not the product of his fevered imagination. Except for central parts of the proposal on agriculture, where no agreement could be reached, it is the fruit of five years of painstaking negotiations among 108 participating countries. It is attractive fruit. In its scope and in the principles that animate it, this document would bring to fruition the dream embodied in the Havana Charter of 1947, which called for the creation of the still-born International Trade Organisation.

Combined with success in the negotiations to liberalise market access in goods and services, due to finish by March 1 1992, the final act would:

• bring within the Gatt framework two long-established and embarrass-

sufficient real competition to justify their release from anything but the tightest regulation.

But what action should be taken? Prof Stephen Littlechild, the electricity regulator,

the electricity regulator, says the industry should be given five years to settle down before dramatic changes are made. Accordingly, he has proposed mild reforms in the pool arrangements, while reserving the right to make a reference to the Monopolies and Mergers Commission.

Running dogfight

Some think that Prof Littlechild should bare his knuckles, as his counterpart in the gas industry has done in recent months. The problem, as we have seen in the telecommunications and gas industries, is that a running dogfight between regulators and utility monopoly providers in competitive conditions but does not automatically lead to considered structural reforms of the kind needed in the electricity industry.

The Canadians are not speaking to the Germans, having lost to them in the battle for the Intercontinentals even though Canada was the only country to give money for the conference's organisation. Some Canadians suspect their ousting is connected with Chancellor Kohl's \$180m handout towards environment projects in Brazil.

No one is speaking to the Americans, who simply faced the Brazilians with the ultimatum: "Give us what we want or we don't come."

As for the Brits, although 1,984 rooms have now been allocated, the UK delegation still has nowhere to stay. That, say the organisers, is their punishment for wanting all 160 members of the party to be in suites.

But it might also strike at least four of them – Premier John Major and three other ministers – as scant reward for Britain's being the earliest country to request accommodation in the first place.

Green... with envy

■ Next June's Earth Summit in Brazil, billed as humanity's last chance to avert ecological catastrophe, already promises to be a diplomatic disaster.

The pressing problem, it seems, is not surplus of toxins but shortage of bedsheets.

The missing problem, it seems, is not surplus of toxins but shortage of bedsheets.

Of the 41 nations to request accommodation so far, 50 per cent stipulated the same three totals. So, as before the new world order, they have gone respectively to the Americans, the Japanese and the Germans, leaving the rest of the world variously scattered around lesser hotels.

The Canadians are not speaking to the Germans, having lost to them in the battle for the Intercontinentals even though Canada was the only country to give money for the conference's organisation. Some Canadians suspect their ousting is connected with Chancellor Kohl's \$180m handout towards environment projects in Brazil.

No one is speaking to the Americans, who simply faced the Brazilians with the ultimatum: "Give us what we want or we don't come."

As for the Brits, although 1,984 rooms have now been allocated, the UK delegation still has nowhere to stay. That, say the organisers, is their punishment for wanting all 160 members of the party to be in suites.

But it might also strike at least four of them – Premier John Major and three other ministers – as scant reward for Britain's being the earliest country to request accommodation in the first place.

Marking time

■ Not content with being out of sync with Moscow politically, the Ukraine yesterday rooted itself in a different time zone. Russia moved its clocks on an hour in a belated attempt to compensate for

In the air

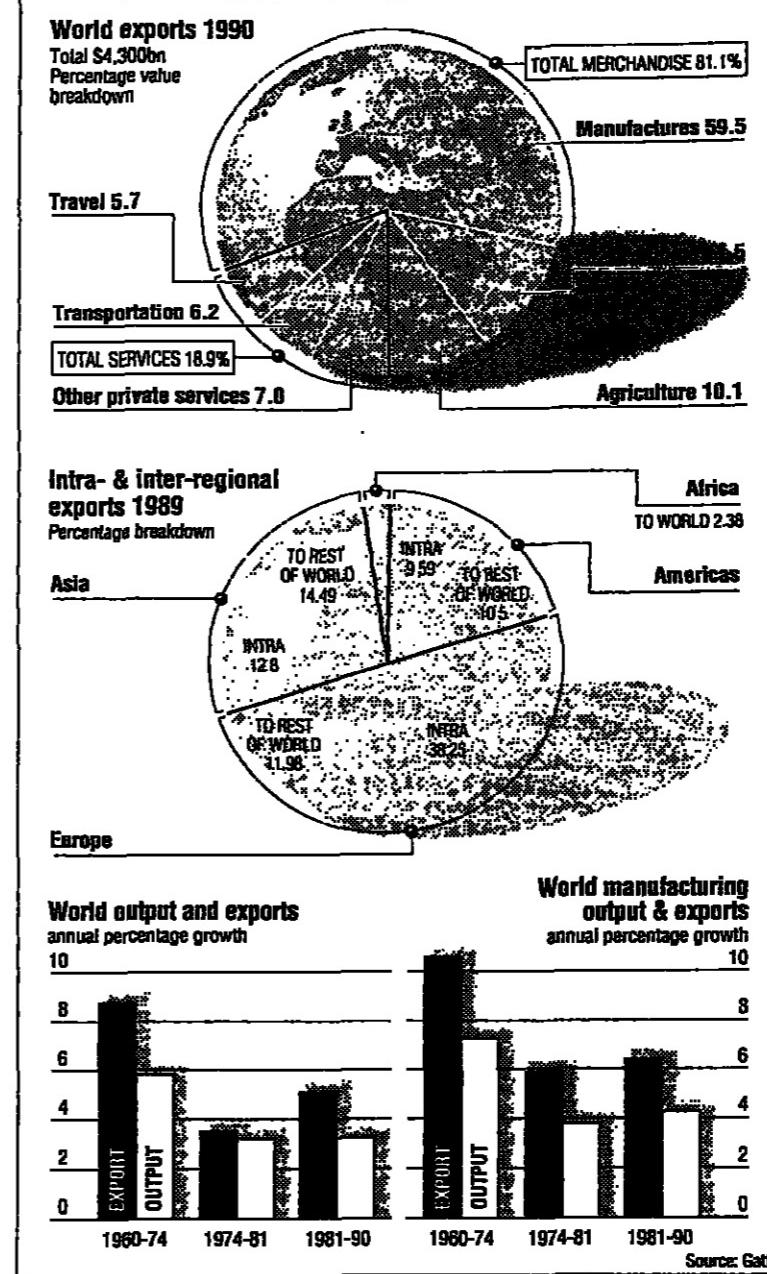
■ Mind you, even Dinkins's PR is out-marshalled by the puffers of a block of serviced flats Britain's newly formed Heritage Trust partnership hopes to be allowed to build in green belt Surrey.

As if it wasn't a schmaltz enough idea to house the flats in the first British castle to be built for 80 years, the publicly blurb kicks off with a poem beginning: What spires

The draft final act of the Uruguay Round offers a unique chance to liberalise trade. Martin Wolf argues that it must not fail

The Gatt makes its last stand

Trade and the world economy



especially oilseeds:

- the American demand for quantitative limits on the volume of subsidised exports; and
- the EC's demand that the compensation payments proposed as the centre-piece of CAP reform by Mr Ray MacSharry, the EC's agricultural commissioner, should be included in the "green box", as subsidies that do not distort production and trade.

The other agricultural issues are not as difficult. A limit on the volume of subsidised exports cannot be put in yet another box ("blue" and "two-speed amber" being under discussion), which would then differentiate the EC's proposals from the far more distorting American deficiency payments.

Payments from the requirement for continued production, or the proposed payments could be put in yet another box ("blue" and "two-speed amber" being under discussion), which would then differentiate the EC's proposals from the far more distorting American deficiency payments.

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Mr MacSharry's payments do not get into the green box for a simple reason: they are not decoupled from production. The relevant text states that "no production shall be required in order to receive... payments", while the EC's demand makes that requirement. The possible solutions are two: either the EC separates its

payments from the requirement for continued production, or the proposed payments could be put in yet another box ("blue" and "two-speed amber" being under discussion), which would then differentiate the EC's proposals from the far more distorting American deficiency payments.

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Sir Bryan Carsberg has one final important task before he moves from the Office of Telecommunications to the Office of Fair Trading in June to review BT's prices.

The review, due to start on January 30, is perhaps the most important in his nearly eight years at the top of Ofcom. This will be his final testament to the telecommunications industry - his chance to draw together all the regulatory techniques he has helped to pioneer since taking the job before BT's privatisation.

It is not only BT's prices that will be under scrutiny, but also Sir Bryan's actions. This is partly because the review is taking place in the run-up to a general election. Mr Gordon Brown, Labour's trade and industry spokesman, has called for cuts in BT's prices on the grounds that the company is earning excessive profits.

Sir Bryan has always tried to avoid political pressure, arguing that economic and accountancy theory should determine regulatory policy. But keen political antennae will be required to steer a course between the competing interests of BT's customers, shareholders and rivals.

Customers have an interest in lower prices, although there is a potential conflict between what business and residential customers want. Shareholders would like BT to keep its price high.

Rivals, such as Mercury Communications and the cable television companies which are moving into telephony, also have an interest in BT's prices staying high. The higher they are, the easier it is for other companies to compete.

Sir Bryan may wish to correct a perception that he was too soft on BT the last time the company's prices were comprehensively reviewed in 1988. Since then, profits have increased sharply to £3.1bn last financial year. Sir Bryan has been criticised for failing to control its international prices until last year.

The pressure on Sir Bryan to produce a regime that is seen to be fair is one of the reasons that the consultative document, which will kick off the review at the end of the month, will be more comprehensive than the one four years ago. It also explains why Sir Bryan, who in the past has been criticised for negotiating with BT behind closed doors, intends to be more open about how he reaches his conclusions.

When BT was privatised in 1984, some ministers hoped that the need for price regulation would diminish as competition developed.

But the group's continuing dominance of the industry -

A last chance to ring the changes

BT is about to come under the most intense scrutiny since privatisation, says Hugo Dixon

TELEPHONE COMPANY PROFITABILITY

US Regional Bell Operating Company	Operating return on net property, plant & equipment (%)	Net income per line (£)	Cash surplus/(deficit) per line (£)
Ameritech	16.6	76	7
Bell Atlantic	13.4	75	15
Bell South	12.7	63	4
NYNEX	10.2	62	(3)
Pacific Telesis	13.1	73	19
Southwestern Bell	12.6	61	16
US West	13.4	65	(22)
Average	13.1	61	5
Europe			
BT	22.6	144	34
SFR	8.1	15	(153)
Telefonica	8.2	59	(380)
Japan			
NTT	7.3	37	6

Data for last completed financial year, translated at recent exchange rates (2.61760, \$1=1.2212, £1=1.228, \$1=0.7229).

*Cash surplus/(deficit) calculated as net income plus depreciation, less capital expenditure and dividends.

Source: Robert Fleming Securities and FT

its market share is more than 90 per cent - means that few now doubt that its prices need to be controlled to protect customers from overcharging. BT claims that the prospect of more competition - more than 20 companies have asked for telecoms licences following the government's policy review last year - should mean it has more flexibility in how it prices its services. But even if it accepts that price control will not be completely abandoned.

Sir Bryan may wish to decide whether the company's profits are "reasonable" before he decides how tightly BT's prices should be regulated.

A Financial Times analysis last year concluded that BT could cut its charges to customers by £1bn and still earn profits comparable with telephone companies elsewhere and with the rest of British industry. But BT's head of UK regulation, Mr John Bassallop, says the company's profitability is within the range of what was expected when prices were last reviewed.

Sir Bryan will also have to form a view on how much further BT, which has been cutting about 15,000 jobs a year, can continue to improve efficiency. Mr Andy Green, BT's director of public communications products, says: "We would expect to be able to maintain similar improvements as in recent years."

But profits will not be the only determinant of price control. The UK approach to regulating privatised utilities is designed to give them an incentive to continue improving efficiency.

Sir Bryan may wish to correct a view that he was too soft on BT the last time

Instead of limiting BT's profits to what is judged to be a reasonable level, in the past a price cap has been set which was expected to deliver acceptable profits if the company made reasonable progress to improve efficiency. This gave BT an incentive to over-achieve, because it kept any extra profits.

Sir Bryan believes in this type of incentive regulation, but that does not mean that the current procedures will remain unchanged. Last year



he floated the idea that BT might have to pay back to customers part of any "excess" profits.

Apart from general principles, the review is expected to examine the following issues:

- Should the price cap be tightened or loosened? At present, BT is required to cut each year the price of a basket of its main domestic and international services by 6.25 per cent less than inflation. A regime designed to reduce the company's profitability substantially might tighten this to 10 per cent or more. But BT argues that a relaxation in the price cap is needed to maintain its profitability.

- Should there be a one-off cut in BT's prices? Such a move would bring down the company's profits immediately rather than phasing a reduction over several years.

- How much flexibility should BT have to move the prices of specific services within the overall basket? The group is currently prevented from increasing residential line rental charges by more than 2 per cent above inflation.

- BT wants greater flexibility in order to be able to compete more effectively against rivals.

A Labour government might resist such a move on the grounds that it would make it more difficult for poorer households - for which the rental charge is a large portion of their bills - to afford a phone.

- How should new services such as call diversion and messaging be priced? Should BT be able to offer residential customers discounts if, for example, they rent more than one line?

- Should BT be restructured to help competition develop? The Liberal Democrats have argued that long-distance and local operations should be split in much the same way that American Telephone & Telegraph was broken up in 1984.

- Should prices BT charges its competitors for using parts of its network be cut? Mercury argues that, as retail prices come down, so should wholesale prices. Otherwise, competitors will face a squeeze on margins.

- Should prices vary with the amount BT invests? Some observers argue that the company does not need to keep prices high because investment has been falling. But BT says prices should reflect past, not future, investment.

- Should BT's core UK operations be "ring-fenced" from new businesses into which it has been diversifying? Robert Fleming Securities estimates that BT has lost about £1bn as a result of overseas expansion. This figure is calculated by combining the reduction of the value of BT's investments with the cost of financing them.

- Should prices vary with quality of service? One idea floated in the past has been that, if quality falls, so should prices. But defining quality in a way that could fit into a mathematical formula might prove impossible.

- Whatever Sir Bryan decides, he will need the agreement of Mr Ian Vallance, BT's chairman, to implement change. If he fails, he could refer the company to the Monopolies and Mergers Commission.

- Timing could be critical. If negotiations go well, a deal could be struck before Sir Bryan moves on. However, he is aware of the dangers of getting boxed in to an artificial timetable which could undermine his negotiating position.

- How much flexibility should BT have to move the prices of specific services within the overall basket? The group is currently prevented from increasing residential line rental charges by more than 2 per cent above inflation.

- BT wants greater flexibility in order to be able to compete more effectively against rivals.

During the time when centralised economic planning was fashionable in the west, the more perceptive critics of the idea did not just throw the economic textbooks at the interventionists.

They analysed the deeper flaws in the whole project for constructing a rational society from the drawing board, which has beguiled humanity from the time of the French Revolution: they gave the resulting fallacy big names like "constructivism" or "rationalism".

They pointed to the importance of dispersed, unformulated knowledge and the deep-seated influence of custom, habit and tradition. The moral draw was that successful reform should build on existing practices.

There is a danger that western advisers and well-wishers of the Commonwealth of Independent States (CIS), which formerly made up the Soviet Union, will make the same mistakes of constructivism and rationalism that their predecessors made when moving in the opposite direction.

These remarks arise from Mr Boris Yeltsin's extremely brave experiment in freeing prices, which deserves a much better press than it has had in the west. Some of the wrong-headed criticisms made by western commentators echo those made after Ludwig Erhard's lifting of German controls in 1948, when there were, indeed, months of hardship, poverty and unstable prices before the market-based system settled down.

There is, nevertheless, a crucial difference. Erhard's price liberalisation came on the heels of a successful currency reform, which ensured that price liberalisation would not degenerate into a hyper-inflation. There is no time to wait for its equivalent in the Russian world.

The danger is that western reformers will pin all their hopes on a successful currency reform in Russia and the other republics and not see that there are already currencies in account of these external holdings in measuring the German money supply.

My suggestion is certainly not meant as a blanket proposal for all the former communist countries. Poland, for instance, has had a remarkably successful currency reform and fiscal retrenchment along approved IMF lines. Other central European countries are moving in a similar direction, and the Baltic states may launch viable independent currencies of their own. But the distrust of the rouble and the disarray of the budgetary system in CIS countries is surely a more satisfactory way of priming the world economy than encouraging western governments or citizens to pile up yet more domestic debts. And when it comes to giving help, there is much to be said for giving it in the form that the recipient most wants.

Samuel Brittan

Post-Soviet market: how it could work

circulation which the Soviet population trusts.

For even a distant observer can sense that the one incentive that will motivate the Soviet peasant, trader or factory manager to bring products to market is the offer of "dollars". The term covers almost any hard currency - which all citizens recognise and which can draw tropical fruit out of the Siberian tundra. In the remotest parts of Central Asia traders have always known the going dollar price for a pair of jeans or a western radio.

People know how to deal with "dollars", as they have existed side-by-side with roubles throughout the Soviet period, when there were hard currency shops to which the privileged had access.

Indeed hard currencies have penetrated on a black market basis into the former Soviet bloc to such an extent that the Bundesbank has been criticised for not taking enough

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LETTERS

The quality of teacher training

From Sir Alan Sheppard.

Sir, Your criticism of Kenneth Clarke's plans to reform the teacher training system ("Education and the election", January 5) is ill-founded. My company, employing some 25,000 people in the UK, has a direct interest in the quality of our teachers. The inspectorate's report shows very convincingly what can and should be done to equip schools to invest their knowledge and skills in the next generation of teachers. Much of the opposition to the plans smacks of self-interest and an elitist view that education "theory", taught by people who no longer teach children, is more important than practical classroom skills; teachers must be able to manage all the different modes of learning.

My company put some ideas

to the education secretary on the need for such a change of emphasis in teacher training. I am delighted to see that no consensus, of which we are a part, has found such a practical and dynamic response from the secretary of state.

Children and teachers themselves will benefit.

Allen Sheppard.

Grand Metropolitan,

20 St James's Square,

London SW1 4AA

Useful data

From Mr Tim Owen.

Sir, The appointment of a Central Statistical Office director (January 15) with a policy of making economic data more useful to the commercial world represents a welcome reversal of the apparent long-standing official view that governments collect statistics for their own purposes and any benefit to the taxpayer from their publication is purely incidental.

In this connection, the early reinstatement of the *Commercial and industrial floorspace statistics* (which last appeared in 1986) and the full Census of distribution (which has not appeared since 1971) would earn Mr McMillan the approbation of all property developers, retailers and investors, to list but a few.

Tim Owen,
principal information officer,
LRC Research Library,
London SE1 7SZ

Market profitability, not capital, the real issue for Lloyd's to confront

From Mr Nigel Easton.

Sir, As one of the dwindling number of Lloyd's Names, I have no small interest in the work of the Lloyd's task force and in ensuring that the flagship of the London market remains afloat. The report proved a good read and represents a creditable assembly of the many facts and possible proposals anyone responsible for governance at Lloyd's ought to know. None the less, the report was a real disappointment, concentrating as it did on suppressing the symptoms of Lloyd's problems rather than addressing their causes.

For example, it is suggested

that corporate membership

should be introduced to replace

Lloyd's declining capital

from individual Names.

This misses the point. Capital

involved requires a collec-

tive market to syndicate each risk. However, this market goes beyond Lloyd's and, consequently, so should the task force's recommendations aimed at restoring profitability. Recommended changes in tax treatment of reserves and in broker behaviour require the support and involvement of the broader London market.

It is characteristic of its introspection that the Lloyd's task force report focuses on complicated restructuring within Lloyd's, requiring many years and parliamentary intervention to implement, rather than the broader issues of market practices and profitability, where positive action could be taken immediately.

Nigel Easton,

Booz Allen & Hamilton International (UK),

100 Piccadilly,

London W1V 9EA

manufacturing costs.

More serious is the suggestion that the generators are manipulating the market.

Since National Power and PowerGen own most of the generating plant, it is likely that they can control pool prices. However, the pertinent question is whether the wholesale price of electricity which, for the vast bulk of consumers, is determined by contracts. One guide is that Cook's would be unable to find anyone to build a power station and supply it with electricity at or below the present level of pool prices. Moreover, the regulator was unable to

same options still on the line

From Mr Roger Ford.

Sir, I note from today's Financial Times that transport secretary Malcolm Rifkind's top priority on railway privatisation is to get the right solution not a rushed one (Parliament and Politics, January 15). As this work started under his predecessor, Paul Channon, in May 1988, and was described as "urgent" at the time, one wonders just how much longer the government can keep on going round the same four options

before accepting that none of them will improve services on the real railway.

Roger Ford,
business editor,

Modern Railways,



FINANCIAL TIMES COMPANIES & MARKETS

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INSIDE

A dangerous place in the front line

IBM These are dangerous times for executives at computer group IBM. Their jobs are on the line if they fail to live up to the expectations of Mr John Akers, the chairman. Mr Nick Temple was chosen last week to take over as chief executive of IBM's UK subsidiary. His problems are made no easier by the fact that the UK is possibly the toughest computer market in the world. Page 14

Schroder Wag at the top

J Henry Schroder Wag has knocked SG Warburg from top place in the annual UK merchant banks' league table, derived from the 1992 edition of Crawford's Directory of City Connections. In the league table, which is based on number of clients, Schroder pipped Warburg for the top by picking up 25 new clients during 1991, giving it 125 to Warburg's 125. Page 14

Peel ahead midway

Peel Holdings, the UK property company that owns 55 per cent of the Manchester Ship Canal Company, reported improved interim profits after heavy losses in the latter half of the previous year. Page 14

Nasdaq up at dawn

By 3.30 Eastern Standard Time this morning a handful of blarney-eyed dealers will have struggled to their desks in New York. Nasdaq, the US over-the-counter-market, is launching a pre-dawn market in US stocks. Half a dozen people will have cut short their usual night's sleep, the market's computers will be fired up and the market supervision division will be staffed by a skeleton crew. The event both banal and significant. Page 15

French water earnings tumble

Lyonnais des Eaux-Dumez, the water distribution and construction group, estimates that net profits fell by up to 20 per cent to FFr1.13bn (£20m) last year, compared with FFr1.40m in 1990. Page 15

Microsoft scars

Microsoft's sales and earnings soared in the second quarter as the US personal computer software company's "Windows" operating system continued to be in demand. Page 15

Market Statistics

	1988	1989	1990	1991
Bond lending rates	28	Managed fund service	18-22	
Eurobond maturities	17	Money markets	22	
FCA World indices	22	Corporate bond issues	22	
FAMA int bond exch	18	WFT Tokyo bond index	18	
Financial news services	23	US money market rates	18	
London news issues	23	US bond price/yields	18	
London share service	23-25	World stock intd indices	18	

Companies in this issue

Abribit Scotland	14	Marina Developments	14
Air France	15	Microsoft	14
Brent Chemicals	14	National Home Loans	14
Hertz	15	Peel Holdings	14
Kellogg	15	Sutcliffe Speakman	14
Lloyds Smaller Cos	14	Thyssen	15
Lyonnais Des Eaux	15	Yattonand Trust	14

Do Britain's local authorities hold the key to economic recovery?

It appears an unlikely question. But as City analysts have been scaling back their forecasts of growth for this year, some economists and members of Parliament have hit on increased local authority spending as a way of promoting activity.

In particular, the influential all-party House of Commons Treasury and Civil Service Committee (TCSC) believes local authorities should be allowed to spend more of the receipts they accumulated, from the sale of council houses and other property, on capital investment. At present, the use of such funds is strictly controlled by the Treasury as part of the government's policy of keeping a lid on public spending.

The TCSC is well qualified to comment on the issue. It reviews the government's spending plans each year. In recent months it has also been investigating the closure of the Bank of Credit and Commerce International. While scrutinising the losses of those local authorities which were unwise enough to leave large deposits with BCCI, it also unearthed figures showing that the sums placed by local authorities with financial institutions are very large indeed.

The committee heard that local authorities had "just short of £25bn" (£14bn) invested with financial institutions - against the £10.2bn of spending that local authorities will determine for themselves and finance through poll tax receipts in the current financial year.

While investigating BCCI, the TCSC carried out its regular inquiry into the government's Autumn Statement. This found that local authority capital expenditure rose significantly in the years to 1989-90, when it totalled £10.5bn, and then fell sharply to 2.7bn in 1990-91. Such spending is due to amount to £7.5bn in the current financial year, according to Mr Terry Ward, an economist and one of the commit-

Town halls might drag the UK out of recession

tee's specialist advisers.

The committee noted that "an important element of public sector capital spending" had therefore "reached a peak when the economy has been at its strongest and fallen when activity has reduced". It recommended changes so that local authority capital spending "does not compete with the private sector during years of higher growth, but assists its suppliers such as the construction industry when growth is below trend".

At first glance there seems

little taking advantage of lower interest rates to pay off debt rather than increase their spending. There is little to suggest that consumers will respond any differently to last week's mortgage rate cuts or any income tax reductions in the Budget.

But public spending questions in Britain are rarely simple. According to the Treasury, it is open to question whether the local authorities have a right to spend much of the £8bn they have on deposit.

These deposits have arisen

in spite of government restrictions which insist that 75 per cent of receipts from the sale of housing and 50 per cent of other capital receipts should be used for the redemption of debt or in lieu of future borrowing.

It is unclear how much cash would be available for capital investment if all local authority debts were paid. When asked last week, the Treasury said that the amount could be between £2bn and £5bn.

What the Treasury did make clear was its strong opposition to any extra spending by local authorities beyond that agreed in the last annual public expenditure round. A spokesman insisted last week that there were no grounds at present to relax public spending policies by allowing the authorities to spend some of their banked funds.

Such a move would loosen the government's fiscal stance. It would also risk channelling funds into areas of low spend-

ing priority. Releasing local authority funds could not boost the resources needed by British Rail or London Transport, for example. "Local authorities do little infrastructure spending apart from housing," the spokesman said, "and housing is a government priority?"

So it looks as if there can be no unlocking of local authority funds to stimulate growth without a change of heart by Mr Norman Lamont, the chancellor. But the large sums deposited by the local authorities with financial institutions have helped focus attention on the oddities of Britain's public spending policy. Even those who fear greater spending by local authorities believe there is a case for the government to accelerate some public spending.

Professor Douglas McWilliams, the economic adviser of the Confederation of British Industry, says the public sector is quite likely to underspend its overall budget for capital projects this year by about £500m because the penalties for going over budget are severe. The government should therefore do everything possible to make sure that spending plans are carried out to the full.

Mr Higgins would like to see the chancellor adopt a more flexible approach to fiscal policy and use the March Budget to raise public spending if necessary rather than concentrate solely on taxation. "If you find the forecast has gone wrong, it may be more sensible to say let's use public spending to correct it instead of tax," he says.

Such a move would be a significant break with Conservative government practice since 1979. But it might help Mr Lamont to fulfil his ambition of entering the history books as a fiscal reformer.

*Treasury and Civil Service Committee. Second Report. Banking supervision and BCCI: The role of local authorities and money brokers. £22.20 from HMSO.
†TCSC. First Report. The 1991 Autumn Statement. £23 from HMSO.

Guy de Jonquieres on an unpleasant fragrance in the perfume industry

Selling bottled dreams at a big discount

An unseemly outbreak of basement competition in Britain's £600m-a-year (£1bn) fragrance market is sending ripples of apprehension through the rarefied world of the luxury perfume industry.

Leading perfume houses have long commanded sky-high prices for products which cost almost nothing to make by spending lavishly on marketing and promotion to create an aura of glamour and exclusivity.

As one industry executive candidly admits, the business is about selling dreams in a bottle.

However, the highly profitable industry is increasingly threatened by heavy discounting in the UK, where unauthorised distributors are selling top brands such as Anais Anais, Chanel No.5 and Optim for as much as 60 per cent less than the recommended price.

Some manufacturers are now said to be experimenting with invisible package markings which would identify the source of illicit supplies.

Critics argue that the perfume industry is out to protect immediate profit margins.

"At the end of the day there is

a cartel, and it is looking to control retail prices," says Mr Philip Green, chairman of Amher Day, which owns What Everyone Wants.

The manufacturers vehemently deny such accusations, insisting they only want to ensure that retailers meet specified standards.

"In marketing up-market products, we provide support and services which obviously cost a lot of money," says L'Oréal.

"If the products are sold in a non-quality environment, over a period of time there is a cheapening effect."

A new front in the skirmishing

between the two heavyweight store groups, Littlewoods, the Superdrug chemists chain, and Tesco.

Most of the companies - except

Tesco, which declines to com-

ment - report strong sales.

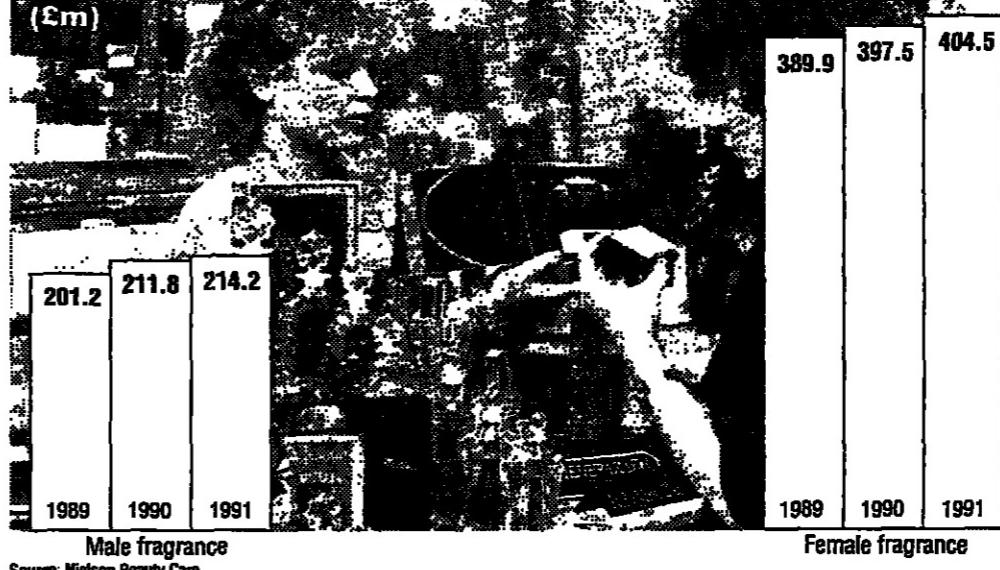
Their success has compelled some authorised distributors, which have all previously charged similar prices for perfumes to respond.

For instance, the John Lewis Partnership is matching discount prices at selected stores.

The discounters are coy about their supply sources but are believed to buy from middlemen on the international "grey" market.

Superdrug currently sells per-

UK fragrance market value (£m)



Source: Nielsen Beauty Care

perfume houses to supply it.

So far only one, unnamed, manufacturer has offered to do so.

Still, the campaign has won a small moral victory. Superdrug has agreed to inspect its Newcastle and Epsom stores with a view to considering them as authorised distributor.

As Superdrug points out with some relish, that marks an apparent volte-face by the French company.

Only last year Mr Peter Norman, its UK managing director was reported to have said that it would be "appalling" if Givenchy perfumes were sold by the chain.

Kingfisher has been working closely for some time with the Office of Fair Trading and has also been in touch with the Brussels Commission.

Last week, the company turned over copies of its correspondence with the perfume houses to the OFT, which has agreed to look into the matter.

Kingfisher, which claims its two Superdrug outlets meet the EC criteria, has set out to test the regulations by inviting 25 leading

perfume houses to supply it.

But there is little doubt that

Kingfisher won, the price-cutting door would be opened wide to others, in Britain and elsewhere in Europe.

Mr Green says that What

Everything Wants plans to seek

direct supplies shortly, while Kingfisher's campaign is also being followed closely by several large continental retailers, including Tengelmann of Germany and Ahola of the Netherlands.

The stakes for the perfume houses are high.

Mr Peter McDougall, an ana-

lyst at BZW, the London securi-

ties house, argues that the spread

of discounting threatens to

plunge the industry into a

vicious circle from which it

would be difficult to escape.

"The more expensive a per-

fume is, the more exclusive it

becomes, and the more it attracts

discounting, which erodes the

exclusive image," he says.

"The impact will be to shorten

products' life cycles.

"That would mean the death of

eternal brands like Chanel No.5,

which have been around for

decades."

RACAL

Racal Electronics Plc

has successfully defended

the offer from

Williams Holdings PLC

Racal Electronics Plc
was advised by



N M ROTHSCHILD
& SONS LIMITED

GOLDMAN SACHS
INTERNATIONAL LIMITED

December 1991

COMPANIES AND FINANCE

Schroder Wagg top in merchant bank league

By David Barchard

J HENRY Schroder Wagg has knocked SG Warburg from top place in the annual merchant banks' league table, derived from the 1991 edition of Cawford's Directory of City Connections.

In the league table, which is based on number of clients, Schroder pipped Warburg for the top by picking up 25 new clients during 1991, giving it 126 to Warburg's 125.

NM Rothschild has overtaken Morgan Grenfell and pushed into third place, while Hill Samuel, the loss-making merchant banking subsidiary

of the TSB group, has slipped from fifth to seventh.

The merchant banking arms of most of the large clearing banks have lost clients. Barclays de Zoete Wedd has fallen by one place to ninth, pushing Samuel Montagu, part of Midland, to tenth. County NatWest remains at fourteenth, though its client numbers are down.

Though there are five chairwoman among 1,300 quoted companies, Ms Anita Riddick at Body Shop was the only female managing director and Ms Ruth Henderson, at the Alexon Group, the only woman chief executive.

Peel recovers to produce better half-time profits

By Andrew Bolger

PEEL Holdings, the property company that owns 68 per cent of the Manchester Ship Canal Company, reported improved interim profits after heavy losses in the latter half of the previous year.

It saw pre-tax profits rise from £229,000 to £1.6m in the six months to September 30 1991, although turnover fell from £43.04m to £29.8m, reflecting the ending of the group's housebuilding activities and reduction in the value of trading companies sold.

After tax and the payment of preference dividends, there was a loss per share of 0.35p (0.3p). The interim dividend is again ip.

Despite the worst conditions in the property market for more than 50 years, the group sold investment properties worth £51.45m at just above

book value.

But rental income held steady at £23.65m, partly reflecting the contribution from Manchester Ship, the group had achieved its long-standing target of rental income exceeding debt charge.

Net borrowings excluding Manchester Ship continued to reduce and stood at £259.65m at the half-year. They had since come down to £242.07m, leaving the group £124m of undrawn banking facilities.

All banking covenants were being met by comfortable margins and cashflow was therefore satisfactory, quite independent of Manchester Ship, the directors said.

The trust will have three classes of shares. The dividend shares will be entitled to all the income from the trust, but will be repayable at only 1p per share. The capital shares will receive no income but will be entitled to all the income.

The two shares will be packaged together for the purposes of the offer and will be sold as a unit at 100p each. Up to 76m packaged units are on offer.

The third class of share is a special share held by Lloyds.

Should the trust be taken over or should the management contract be lost by Lloyds Investment Managers, Lloyds will exercise the special share to ensure that its name is removed from the trust.

The trust will invest in companies within the bottom 10 per cent of market capitalisation of the London exchange, and expects to have a yield of 4.9 per cent.

The minimum application is for 1,000 packaged units and dealings are expected to start on February 13. The trust is capable of being placed in a Personal Equity Plan.

Dividends shown pence per share net except where otherwise stated.

*Equivalent after allowing for scrip issue. **On capital increased by rights and/or acquisition issues. ***USM stock.

DIVIDENDS ANNOUNCED

	Current payment	Date of payment	Corres - pending dividend	Total for last year	Total
Ascot	£1.25	Mar 6	-	4.5	-
Kunick	£1.65	Mar 27	1.4	1.4	2
LPA Inds	£1.87	Feb 19	1.87	3.52	3.52
Microles	£1.35	Feb 28	1.35	-	4.15
Peel Holdings	£1.11	Apr 6	1	-	3
St Andrew Trust	£4.85	Apr 27	4.7	7.55	7.2

Dividends shown pence per share net except where otherwise stated.

*Equivalent after allowing for scrip issue. **On capital increased by rights and/or acquisition issues. ***USM stock.

This announcement appears as a matter of record only

ARCO

ARCO British Limited

£250 million sterling commercial paper programme

Guaranteed by

Atlantic Richfield Company

Arranger

Barclays de Zoete Wedd Limited

Dealers

Barclays de Zoete Wedd Limited
NatWest Capital Markets Limited

Issuing and paying agent

National Westminster Bank PLC

January 1992

Shares fall on warning from Brent Chemicals

BRENT Chemicals International, the specialty chemicals group, said sales in the last two months of 1991 were materially below expectations and warned that annual profits would be below those previously anticipated. However, they reiterated their intention to maintain the final dividend of 5.8p.

The market took the news badly, and on Friday the shares fell 18p to 117p.

The directors also said that they had implemented a further programme of redundancies, which was expected to cost £200,000. It will be taken as an additional exceptional item for 1991.

They added that the programme and other cost reductions made during the year were expected to reduce operating costs by more than £2.5m in 1992.

For 1990 the group achieved pre-tax profits of £13m.

Marina accepts 180p offer from Yattendon Tst

By Jane Fuller

Marina Developments, which operates 16 marinas and is involved in related housing and commercial sites, is being taken over by Yattendon Investment Trust, a subsidiary of the family's private company.

The recommended cash offer of 180p a share, announced after the market closed Friday, values Marina at £31.2m. A full loan note alternative will be available. Marina's share price was unchanged at 98p.

Yattendon, where Mr Robert Iliffe is chairman, had built up a 24.5 per cent stake prior to the deal. It has acceptances for another 15 per cent.

Marina incurred a pre-tax loss of £2.3m in the half year to September 30.

Mr Philip Mason, the managing director, said it would take some time to restore a realistic level of earnings and to return to paying a dividend.

Marina's net debt was about £50m, compared with net assets in March of £118.5m.

The Temple plan moves into top gear

Alan Cane on the man chosen to bring IBM UK out of recession

THESE are dangerous times for top executives at International Business Machines, the world's largest computer manufacturer.

Their jobs are on the line if they fail to live up to the expectations of Mr John Akers, the group's beleaguered chairman.

For encouragement, they have the example of Mr George Conrades, formerly general manager of DS operations, who was shifted publicly and privately last year out of line management as IBM's profitability continued to drain away.

Spare a thought, then, for Mr Nick Temple, chosen last week to take over from Sir Anthony Cleaver as chief executive of International Business Machines' UK subsidiary. The job has changed out of all recognition since Sir Anthony, who retains the role of chairman, was appointed in 1986.

Then IBM had a leading share in the general expansion in data processing investment which characterised the 1980s. However, the recession has resulted in the UK company's performance lagging behind IBM as a whole - poor as that has proved to be in 1991 with a loss of some £2.8m (£1.56m).

UK figures have not yet been broken out separately but they will undoubtedly be dismal. Mr Temple's head will equally undoubtedly be on the block if his efforts to revitalise the company fail. His problems are made no easier by the fact that the UK is possibly the toughest computer market in

the world - a natural cockpit for companies from the US, Japan and mainland Europe.

Chief executive at IBM UK now means presiding over the most profound reorganisation the company has ever undergone as it attempts to come to terms with falling hardware prices, customer resistance and a bloated bureaucracy.

Mr Temple's appointment came as a surprise only in its timing. He has been the heir apparent since the beginning of 1991 when, with Sir Anthony's encouragement, he was appointed general manager of IBM UK with the specific responsibility of devising and implementing a plan to cut staff numbers and improve efficiency in the company's marketing operations.

The two men are distinctly different in character and temperament. Sir Anthony, 53, who was knighted in 1982, New Year Honour, is cool, private, a statesman who, together with 15 of the last 16 business planes for IBM UK".

A graduate of Trinity College, Oxford, he has maintained a life-long interest in education and training.

Mr Temple, 44, is expansive and physically dominating; he is universally recognised as an energetic and capable manager with the determination to force through unpopular measures. He has held a number of senior jobs in IBM including responsibility for all aspects of IBM banking and retail business in Europe and responsibility for building IBM's trade with the newly emerging

Nick Temple: problems to be faced in tough market

electronics of the eastern bloc.

Implementing the "Temple plan" has meant enormous, frequently painful, change, but both Mr Temple and Sir Anthony say that what has been achieved in 1991 goes beyond their expectations. They agree, however, as Mr Temple says, that it is "only the first leg of a long journey".

First, staff numbers have been cut through programmes of voluntary redundancy. Mr Temple had hoped that 1,000 jobs would go by 1993; in fact, 2,500 people left the company in 1991 reaching total numbers from 17,548 to 14,909. The cost of such an enormous exodus will inevitably be reflected in the annual figures, but Mr Temple argues that most restructuring charges have been taken last year leaving the company with a much more competitive structure for 1992. He does not expect staff

numbers to fall much further. IBM's redundancy package is generous and, cynically, it could be argued that the numbers leaving reflect chiefly the state of morale within the company. Mr Temple argues against this thesis, pointing out that regular opinion polls indicate that staff have the measure of the changes and are reacting positively.

Second, the proportion of staff having direct contact with customers has been increased from about 50 per cent to 70 per cent; this change is in line with the company's aim of switching to computer services as margins decline on hardware sales.

Perhaps the most controversial move has been into consultancy where IBM faces competition from the likes of Andersen Consulting and Computer Sciences Corporation. Consultancy involves understanding a customer's data processing problems and making recommendations to solve them.

For IBM, it has meant retraining staff on a large scale. Last year, the company spent £24m on education and training. Competitors argue that professional consultancy is a hard discipline and that IBM's attempts to break into the market using "A philosophy of despair" is sheer cynicism.

Incoming chief executives traditionally are allowed a honeymoon period. Mr Temple effectively had his in 1991: he will be judged by the quality of the results in 1992.

NHL will save £500,000 via 6 redundancies

By David Barchard

SUTCLIFFE Speakman, the activated carbon company which had to be rescued by shareholders after it ran into financial difficulties last year, reported an interim pre-tax loss of £1.75m for the six months to September 30.

The result compared with a deficit of £1.15m in the nine months ended December 30 1990.

The loss, which came on turnover of £15.4m (£28.9m), included those from discontin-

Sutcliffe Speakman £1.8m in red

By Michiyo Nakamoto

SUTCLIFFE Speakman, the activated carbon company which had to be rescued by shareholders after it ran into financial difficulties last year, reported an interim pre-tax loss of £1.75m for the six months to September 30.

The group is trying to re-establish itself as a supplier of specialty activated carbons and solvent recovery plants after a high level of debts forced it to sell its water treatment and environmental engineering companies in late 1990.

The loss, which came on turnover of £15.4m (£28.9m), included those from discontin-

ued businesses. In engineering fabrication which was disposed of earlier this month for £600,000, the deficit was £700,000.

Sutcliffe hopes that the sale of high technology carbons, which are used in environmental applications, will support its recovery as environmental legislation is increased.

The loss per share was significantly reduced to 1.6p (49.1p).

Last year, in spite of the dis-

CROSS BORDER M&A DEALS

BIDDER/INVESTOR	TARGET	SECTOR	VALUE	COMMENT
Danisco (Denmark)	Unit of Trinity International (UK)	Paper & packaging	£27m	Non-core divestment
Thames Water (UK)	FBL Holdings (US)	Water treatment	£26m	Diversification buy
Thames Water (UK)	UTAG (Germany)	Engineering	£23m	Diversification buy
ICA (Sweden)	Hagen (Norway)	Retailing	£22m	Creates new Nordic force
General Motors (US)/Jinbei Automobiles (China)	Jinbei GM Automotive	Commercial vehicles	£18.5m	GM Chinese debut
Walt Disney (US)	CBS/MTM (US)	TV	£15m	US's TVS sells its half
ScottishPower (UK)/Unicorp (US)	Caledonian Gas (JV)	Gas	n/a	Utilicorp's 3rd such JV
Unilever (UK/Holland)	Unit of VMTV (Hungary)	Ice Cream	n/a	Growth investment planned
Consortium (France/Germany)	Minoi/Lesna (Germany)	Petrol & chemicals	n/a	Sweet and sour deal
Knauf (Germany)	Danogips (Denmark)	Plasterboard	n/a	Knauf now second biggest

Source: FT Mergers + Acquisitions International

Notice of Redemption

BERGEN BANK A/S

YEN 5,000,000,000 6 per cent Notes due 1994

NOTICE IS HEREBY GIVEN that pursuant to Condition 6(c) of the terms and conditions of the above-mentioned Notes, first Danmarks Bank A/S, formerly known as Bergen Bank A/S, (the "Bank") has elected to redeem on 28th February, 1992 (the "Redemption Date") all of its outstanding YEN 5,000,000,000 6 per cent Notes Due 1994 its redemption amount which will be calculated by the Industrial Bank of Japan as the Calculation Agent 10 business Days prior to the Redemption Date.

Nasdaq keeps an early date with Europe

COMPANIES AND FINANCE

French water group sees net earnings tumble 20%

By William Dawkins in Paris

By 2.30 Eastern Standard Time this morning a handful of blearily-eyed dealers will have struggled to their desks in New York. Nasdaq, the US over-the-counter market, is launching a pre-dawn market in US cities.

A dozen people will have cut short their usual night's sleep as the market's computers will be fired up and the market supervision division will be staffed by a skeleton crew. The event is both banal and significant.

The pre-dawn dealers do not expect a flood of orders for US stocks; European investors, at whom this new market is

Richard Waters looks at the launch in New York of a pre-dawn market in US stocks

directly aimed, have not demanded a market in US stocks during their trading morning before.

US shares account for only 5 per cent of the trading through Nasdaq International, London's successful international equity marketplace — though not all trades need to be reported to the London Stock Exchange, making the official figures potentially misleading.

Nasdaq says it expects interest to be meager at first. What demand there is is likely to come from continental Europe rather than London, it says — a view confirmed by at least one marketmaker on the new market, which points to what it says is already a fairly active market in US stocks among continental European banks.

If, however, the new market proves a success, it could open the way for a true transatlantic stock market. Nasdaq says it would then extend the system to European stocks not already registered in the US, and take the market to US institutional investors. Whether they will be awake at 3.30am to buy European stocks is another matter.

Nasdaq International is the result of more than two years of effort, and represents significant regulatory concessions by the US Securities and Exchange Commission to allow US market to compete internationally.

Normal market transparency rules have been relaxed, details of trades, though reported to the market authorities, will not be published, save for summary information after the international market closes (at 3am in New York or 8pm in London).

Also, the SEC has granted access to the market to brokers who are not members of the National Association of Securities Dealers, provided they are linked to a member.

On one vital issue, however, Nasdaq has yet to get its way — and as a result, most internationally traded US stocks will not appear on Nasdaq International when it is launched today. In certain market conditions, US securities rules forbid broker-dealers from going short in a listed stock in off-market trading.

That makes marketmakers on the new Nasdaq International unwilling to quote prices in New York Stock Exchange stocks. Instead, the handful of internationally known Nasdaq over-the-counter stocks — and Apple Computer and Microsoft — will consist into the market at its launch. Only one marketmaker, the US firm Sherwood Securities, has said it will quote prices in a wide range of securities.

Most marketmakers plan to operate from London, not New York. Six First Boston, Goldman Sachs, Lehman Brothers, Maffei Securities, Morgan Stanley and UBS Phillips & Drew — will input prices from their City offices today. There will also be three in New York (Sherwood, Herzog Hause & Geduld and Castle Securities) and one in Dallas (Gausche Pierce Reflets).

A handful of brokers will also have access to Nasdaq workstations, while prices for the new markets will be carried by a number of leading quote vendors, including Reuters, Quotron and ADP.

South Africa plans first Ecu Eurobond offering

By Tracy Corrigan

SOUTH Africa plans to follow up its return to the international capital markets last September with its first Ecu Eurobond, possibly later this week.

The French bank Paribas, is believed to have been awarded the mandate to arrange the offering of five-year bonds.

Paribas was also involved in South Africa's DM400m (£260m) deal in September. Swiss Bank Corporation is said to be joint lead manager.

Banks involved in the deal stand to lose the business of some Canadian state borrowers, which have a strict policy on the matter.

Up to 80 per cent of South Africa's D-Mark issue was placed within Germany, mainly with retail investors.

UK fund to be distributed in Germany and Holland

By Norma Cohen, Investments Correspondent

THE FIRST UK unit trust to be approved for distribution in Germany and Holland has been launched by private client stockbrokers Adams and Neill, and will invest in international equities.

The fund, to be known as Millennium International Fund, will hold a 35 to 45 per cent weighting in European equities, with specialisation in medium-sized companies in growth sectors of the market.

Funds will also be invested in listed equities in the US and Australia and the Far East as well.

The fund will be distributed in Germany through a German broker, CRM Securities, a subsidiary of Amro Handelsbanken. In Germany, about 90 per cent of retail investment products are distributed through banks which largely sell their own products.

Non-domestic producers have had to rely on the new independent financial advisory sector for distribution.

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INTERNATIONAL CAPITAL MARKETS

SYNDICATED LOANS

Neste restructures \$400m 10-year loan

NESTE, the Finnish state-owned oil company, has been forced to restructure its \$400m 10-year syndicated loan and offer more attractive fees to lenders, after its original deal was cold-shouldered by the syndicated loans market.

The deal – a project finance facility for Neste Petroleum, Neste's wholly-owned Norwegian subsidiary – has attracted only \$150m from banks since its launch at the end of November. Chase Investment Bank and Citicorp Investment Bank are relaunching the deal with the following changes:

- An agreement from Neste, the parent company, to provide a completion undertaking, ensuring the company has sufficient funds to cover any calls for cash on the two oil projects concerned. The money is intended to finance the development of the Brage and Hedrum oil fields.

- The definition of completion now includes both oil fields and not just Brage.

- The banks will be provided with an independent report on the oil reserves within 12 months, an amendment intended to dispel doubts about the figures originally provided.

- Front-end fees have been increased while the margin over the London Interbank offered rate (Libor) and the commitment fees are unchanged. Front-end fees have been raised from 20 basis points to 32.5 basis points on \$25m; from 15 basis points to 22.5 basis points on \$25m and from 10 basis points to 15 basis points on \$15m. The margin is between 60 basis points and 102.5 basis points over Libor, depending on coverage ratios, while the commitment fees

Sara Webb

EUROMARKET TURNOVER (\$m)						
	Primary Market US \$	Secondary Market Non-\$				
Fixed income bonds						
Euro straight	1,266.2	2,217.4	22,973.0	62,860.3		
Other straight	0.0	1,198.2	1,316.1	120,824.3		
Corporate	0.0	0.0	1,188.9	1,343.8		
Money market instr						
FRN	315.0	342.3	6,503.0	3,957.6		
CDS	315.5	611.5	1,112.7	578.2		
Short ST Notes	14,239.9	6,000.1	7,830.8	12,000.0		
Warrants	0.0	0.0	572.0	298.8		
Equities	7.2	0.0	220.7	1,147.6		
Total	16,110.6	6,914.8	42,342.2	200,852.8		
Codes	Euroclear	Total				
US\$	21,654.4	33,788.6	58,453.0			
Other	52,350.6	144,293.2	213,887.8			

Week to January 10 1992. The Warrants and Equities figures are from Euroclear only

Source: EMA

INTERNATIONAL BONDS

Europe benefits from heavy reallocation of US assets

THE SPEED and scale of the shift out of the US Treasury market into European bond markets last week surprised many of the traders who had predicted such a move this year.

"There has been a massive reallocation of assets, in a very volatile market," one trader said. A significant portion of the funds involved originated in the US: dealers said the first to make a move were the leveraged funds, which tend to be more speculative, followed by proprietary traders at banks, and finally, in reasonably large volume, US mutual funds and insurance funds.

The shift is perhaps more surprising, given that the dollar at last appears to have bounced out during the last two weeks, the dollar has strengthened by around 10

pennings. However, traders believe many US investors have been switching the foreign exchange exposure of their European bond investments back into dollars. (In fact, this hedging activity may have been a factor in the strengthening of the dollar.)

What the move does underscore is a strong view on the path of European interest rates

compared with the US. The US bond market underwent a sharp correction over the past week or so, as investors decided to position themselves for ultimately higher US rates and for lower European rates at the next change in rates.

Although the US market recovered somewhat at the end of last week – from what many traders felt was an over-

sold position – the strong wave of enthusiasm for US securities over Christmas and the New Year has waned.

Having missed the strong rise at the end of the year, many traders became involved in what some term "a lemming trade". The heavy flow of new issues in the Eurodollar and the US corporate bond market has added to the strain, and

forced Eurobond spreads to widen, even as the market fell.

Some traders maintain the US will see another interest rate cut, and argue the current shift is not logical. Certainly, it does not seem to be based solely on economic fundamentals or trading technicalities and the recent volatility in prices seems to have left trad-

ers uncertain where value lies.

The main beneficiaries of the move into European bonds have been the mainstream markets: first the German Bund market and then the French OAT market, and, to a lesser degree, the gilt market and the Dutch government bond market.

The strength in the German and French markets also provided a fillip for the Ecu bond market, where there was aggressive buying of four to six-year bonds.

The preference for this area of the yield curve reflects a view on falling interest rates, but also the attraction of a cheaper area of the yield curve, which had become quite inverted due to buying at the long end.

Tracy Corrigan

NEW INTERNATIONAL BOND ISSUES

Borrowers	Amount m.	Maturity	Av. life years	Coupon %	Price	Book runner	Offer yield %
US DOLLARS							
MBI Fin(Curacao) Ltd	780	2002	10	7	100	Mitsubishi Finance Int.	7.000
Credit Local de France	500	2002	10	7½	98.96	Deutsche Bk Cap.Mkt.	7.025
Credit Lyonnais	250	1995	3	5½	99.82	Credit Lyonnais	5.517
Kingdom of Denmark	200	1997	5	6½	101.22	SBC	6.084
EIB	400	2002	10	7½	99.81	IJB Int.	7.152
Republic of Austria	400	2004	12	7½	100.93	CSFB	7.388
Mitsui Eng.& Shipbdg.	300	1995	4	3½	100	Nomura Int.	3.125
US Energy Enterprise	200	1995	4.167	(2½-4)	100	Nomura Int.	3.125
KFW Fin.Finance Inc.	300	2007	15	7½	99.91	Deutsche Bk Cap.Mkt.	7.824
Petrobras	250	1993	1	10	100.52	CSFB	9.411
ABB Int.Finances	200	1998	4	6½	101	Morgan Stanley Int.	8.068
Helaba Int.Finances	200	1998	4	6½	101.425	Nomura Int.	5.564
Finland Export Credit	200	1995	3	5½	100.86	Lehman Bros.	5.452
Kommunikredit	150	1999	7	7½	101.425	Lehman Bros.	6.886
Eurofima	153.5	1993	1	4.55	100.15	Lehman Bros.	4.384
Mitsubishi Finance Int.(pt)	80	2002	10	7½	102	Mitsubishi Finance Int.	7.212
Hydro Quebec	1bn	2022	30	8.4	99.268	First Boston Corp	8.465
ECUs							
Credit Local de France	500	1997	5	8½	101.15	Paribas Capital Mkt.	8.210
General Elec.Corp.Corp	250	1997	5	8½	101.½	SBC	7.993
STERLING							
Britannia Bldg.Soc.(gt)st	60	(9)	(9)	13	100.423	Hoare Govett Corp.Fin.	-
Peterain Sterling Fin.t	100	2002	10	10½	101.15	Baring Bros.	10.558
CANADIAN DOLLARS							
Ontario Hydro	1,500	2002	10	8½	99.35	(I)	8.914
Deutsche Bk Fin.t	250	1997	5	7½	99.005	Deutsche Bk Cap.Mkt.	7.486
Compagnie Bancaire	150	1997	5	8½	101.45	Nomura Int.	7.888
Mobil New Zealand Fin.t	75	1997	5	8½	101.425	Lehman Bros.Int.	7.894
AUSTRALIAN DOLLARS							
Australian Nat'Rways.t	50	1999	7	9½	100	Westpac Banking Corp	9.500
St.Aust.Govt.Fin.Auth.t	100	2000	8	10½	101.4	Hambros Bank	10.015
FRENCH FRANCS							
Credit National	20n	1998	7	8½	100.915	CCF	8.571
Soc.Generale Accep.(n)st	(n)	1993	1½	zero	100	Societe Generale	-
D-MARKS							
Show Brand Mills Prods.(a)st	200	1995	4	5½	100	Commerzbank	5.125
Swiss Aluminium Corp.(M)st	150	1995	4	5½	100	Nomura Bk GmbH	5.125
Kingdom of Norway	180	1997	5	8½	102½	Deutsche Bank	7.881
FIM Fin.Danish Ind.t	200	1999	5	8½	101½	WestLB	8.015
Futuya Co.(a)st	40	1997	5	9½	101½	Mitsubishi Bk GmbH	8.647
LKB Finance NY	750	2002	10	zero	47.35	Trunkaus & Burhardt	7.763
LIRE							
European Investment Bkt	500m	2002	10	10½	101½	Monte d'Paschi d'Siena	10.192
YEN							
Honda Motor Co.t	30bn	1999	7	5	101½	Nikko Europe	5.734
Honda Motor Co.t	30bn	1997	5	5½	101½	Nomura Int.	5.548
EIB	60bn	1995	3	5	99.95	Nikko Europe	5.018
Asian Development Bankt	50bn	2002	10	5½	100.95	Bk of Tokyo Cap.Mkt.	5.632
Dainippon Ink & Chemical	15bn	1999	7½	6½	101½	Nikko Europe	5.962
AUSTRIAN SCHILLINGS							
Republik of Austria(r)t	2bn	(r)	(r)	(r)	(r)	Deutsche Bank (Austria)	-
LUXEMBOURG FRANCS							
Eurofima	1.5bn	2002	10	8½	101½	BGL	8.255
Postsparkasse(m)st	1bn	2000	8	9	102½	Credit Europeen	8.600
Credit Suisse(m)st	1bn	2001	9				

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AUTHORISED UNIT TRUSTS

Guide to pricing of Authorised Unit Trusts

Compiled with the assistance of Lautro 55

INITIAL CHARGE: Charge made on lots. Used to delay marketing and add value.

Offer Price: Also called issue price. The price at which units are bought by investors.

BID PRICE: Also called redemption price. The price at which units are sold back by investors.

PURCHASE PRICE: The minimum
purchase price. The maximum spread between the
offer and bid prices is determined by a formula tied

offer and bid prices is determined by a formula put down by the government. In practice, most unit trust managers make a much narrower spread. As a

As a result, the bid price is often set above the cancellation price. However, the bid price might be equal to the cancellation price in the presence of

moved to the concealed price by the managers at any time, usually in circumstances in which there is a large excess of sales of units over losses.

TIME: The time spent alongside the fund manager's name is the basis of the fund manager's

manager's lead is the sum of the individual's valuation point unless another time is indicated by the symbol alongside the individual goal target name.

The symbols are as follows: (∇) - 0001 to 1000 hours; (ϕ) - 1101 to 1400 hours; (ϕ) - 1401 to 1700 hours; (ϕ) - 1701 to 2000 hours. Daily reading

1700 hours; (d) - 1701 to midnight. Daily usage counts are cast on the basis of the valuation point; a short period of time may change rates.

prices become available.

RIC PRICING: The letter H denotes managers will normally deal at the price in most recent valuation. The prices shown relate to the date of publication and may be current dealing rates because of an ongoing portfolio revaluation or a switch to a pricing basis. The manager may deal at a different price if the manager's view changes on request, and may move to forward or any time.
RIC PRICING: The letter F denotes managers deal at the price to be set on the next valuation. Investors can be given no estimate of the purchase or sale being made. The price appearing in the newspaper does not provide by the manager.
THE PARTICULARS AND FEES: The most recent report and scheme can be obtained free of charge from fund managers.
Administrative fees are deducted in advance of the Fund Service.
Investments and Unit Trust Management Organisation, Ltd., Oxford Street, London WC1A 1BN - 379-3444.
European 63.65 64.29 67.57 H 45251 S & W Far Eastern 90.99 91.71 97.04 0.00 45252
GIF 54.57 57.65 71.21 H 45253 S & W Growth 91.20 92.04 110.23 0.00 45254
Deutsch 70.03 70.03 73.71 H 45255 S & W Income 91.55 91.93 93.01 0.00 45256
Managed 54.74 60.73 78.47 H 45257 S & W Managed 100.9 100.9 104.57 0.00 45258
UK Major Cos. 72.97 74.46 77.55 H 45259 S & W Small Stocks 91.24 97.27 104.90 0.00 45260
UK Smaller Cos. 50.62 53.27 62.50 H 45261 S & W Utilities 91.48 114.04 120.21 0.00 45262
UK Income 53.82 64.87 66.28 H 45263 S & W Bonds 91.48 91.48 92.00 0.00 45264
America 71.23 72.85 75.71 H 45265 Societe Generale Touche Restaurant (1.600%)
Japanese 48.61 48.95 49.25 H 45266 Mermaid Fund, 2 Pounds Dosh. 250.00 247.00 220.00 0.00 45267
Corporates 54.63 59.40 61.57 0.00 45267 American Express 54.00 54.00 56.53 0.00 45268
Gilt 54.54 56.44 57.50 H 45268 Ear So Site 54.00 54.00 56.53 0.00 45269
Deposit 54.54 59.44 73.09 H 45269 Ear So Site Inc. 54.00 54.00 56.53 0.00 45270
Managed 54.54 71.04 71.99 H 45270 Ear East Dogs Inc. 19.91 19.91 21.57 0.00 45271
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ET MANAGED FUNDS SERVICE

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cheap rate and 48p/min at all other times. To obtain your free Unit Trust Code Booklet call 021-925-2123

Name	Tele.	Cap.	Std.	Offer Yield	Std. Price	Offer Yield	Std. Price	Tele.	Cap.	Std.	Offer Yield	Std. Price	Offer Yield	Std. Price	Tele.	Cap.	Std.	Offer Yield	Std. Price	Offer Yield	Std. Price	Tele.	Cap.	Std.	Offer Yield	Std. Price	Offer Yield	Std. Price			
Sovereign Unit Trst Miners Ltd (12000F)	0800-2264822	Funds in Comp*						Allied Dealer Assurance Plc	0793 514514	Century Life Plc	071-276 4488	Eagle Star Life Assurance Co Ltd	0242 221 311	Canadian Royal Exchange	071-203 7101	Legal & General - Contd		Magnifice Group													
12th Century Ltd (B) (Soc Gen)	0800-2264822	Capital Inv. 16+	149.15 499.11	2.63	40505	Allied Dealer Ctr, Salford, M11 1EL	0793 514514	2 Four Stret Hill, London EC1R 5AE	071-276 4488	Saxo Bank, Copenhagen	0242 221 311	Royal Exchange, EC3	071-203 7101	St George's Way, Slough	0737 370170																
Cardiff Phoenix	0800-2264822	Capital Inv. 16+	150.28 50.24	50.70	124 414506	Grosvenor Inv. 16+	170.11 171.08	Life Funds	160.1	Admiralty House, London EC4R 9EP	0242 221 311	Royal Exchange, EC3	071-203 7101	Bridgewater Place, London	0737 370170																
European Growth	0800-2264822	Capital Inv. 16+	147.74 74.93	51.12	161 414507	Grosvenor Inv. 16+	170.11 171.08	Proprietary Ass.	160.0	100.0	071-276 4488	Admiralty House, London EC4R 9EP	0242 221 311	Royal Exchange, EC3	071-203 7101	Bridgewater Place, London	0737 370170														
Investec	0800-2264822	Capital Inv. 16+	147.74 74.93	51.12	161 414507	Grosvenor Inv. 16+	170.11 171.08	Far East Ass.	199.1	100.0	071-276 4488	Admiralty House, London EC4R 9EP	0242 221 311	Royal Exchange, EC3	071-203 7101	Bridgewater Place, London	0737 370170														
Investec	0800-2264822	Capital Inv. 16+	147.74 74.93	51.12	161 414507	Grosvenor Inv. 16+	170.11 171.08	Finance Ass.	199.1	100.0	071-276 4488	Admiralty House, London EC4R 9EP	0242 221 311	Royal Exchange, EC3	071-203 7101	Bridgewater Place, London	0737 370170														
Henderson Unit Trust Management Ltd	0800-2264822	Pensions Mngt	153.11 54.91	4.16	40607	Grosvenor Inv. 16+	170.11 171.08	Finance Ass.	199.1	100.0	071-276 4488	Admiralty House, London EC4R 9EP	0242 221 311	Royal Exchange, EC3	071-203 7101	Bridgewater Place, London	0737 370170														
INVESTEC MIM Management Ltd	0800-2264822	Pensions Mngt	153.11 54.91	4.16	40607	Grosvenor Inv. 16+	170.11 171.08	Finance Ass.	199.1	100.0	071-276 4488	Admiralty House, London EC4R 9EP	0242 221 311	Royal Exchange, EC3	071-203 7101	Bridgewater Place, London	0737 370170														
Standard Chartered Equities (12000F)	0800-2264822	Proprietary Ass.	118.05 12.00	3.01	41094	Grosvenor Inv. 16+	170.11 171.08	Finance Ass.	199.1	100.0	071-276 4488	Admiralty House, London EC4R 9EP	0242 221 311	Royal Exchange, EC3	071-203 7101	Bridgewater Place, London	0737 370170														
Old Broad Stree, EC2M 2JG	0800-2264822	Proprietary Ass.	118.05 12.00	3.01	41094	Grosvenor Inv. 16+	170.11 171.08	Finance Ass.	199.1	100.0	071-276 4488	Admiralty House, London EC4R 9EP	0242 221 311	Royal Exchange, EC3	071-203 7101	Bridgewater Place, London	0737 370170														
Standard Life Test Mngt Ltd (08291H)	0800-2264822	Proprietary Ass.	118.05 12.00	3.01	41094	Grosvenor Inv. 16+	170.11 171.08	Finance Ass.	199.1	100.0	071-276 4488	Admiralty House, London EC4R 9EP	0242 221 311	Royal Exchange, EC3	071-203 7101	Bridgewater Place, London	0737 370170														
Lazard Brothers & Co. Ltd	0800-2264822	Proprietary Ass.	118.05 12.00	3.01	41094	Grosvenor Inv. 16+	170.11 171.08	Finance Ass.	199.1	100.0	071-276 4488	Admiralty House, London EC4R 9EP	0242 221 311	Royal Exchange, EC3	071-203 7101	Bridgewater Place, London	0737 370170														
Standard Life Test Mngt Ltd (08291H)	0800-2264822	Proprietary Ass.	118.05 12.00	3.01	41094	Grosvenor Inv. 16+	170.11 171.08	Finance Ass.	199.1	100.0	071-276 4488	Admiralty House, London EC4R 9EP	0242 221 311	Royal Exchange, EC3	071-203 7101	Bridgewater Place, London	0737 370170														
Standard Life Test Mngt Ltd (08291H)	0800-2264822	Proprietary Ass.	118.05 12.00	3.01	41094	Grosvenor Inv. 16+	170.11 171.08	Finance Ass.	199.1	100.0	071-276 4488	Admiralty House, London EC4R 9EP	0242 221 311	Royal Exchange, EC3	071-203 7101	Bridgewater Place, London	0737 370170														
Standard Life Test Mngt Ltd (08291H)	0800-2264822	Proprietary Ass.	118.05 12.00	3.01	41094	Grosvenor Inv. 16+	170.11 171.08	Finance Ass.	199.1	100.0	071-276 4488	Admiralty House, London EC4R 9EP	0242 221 311	Royal Exchange, EC3	071-203 7101	Bridgewater Place, London	0737 370170														
Standard Life Test Mngt Ltd (08291H)	0800-2264822	Proprietary Ass.	118.05 12.00	3.01	41094	Grosvenor Inv. 16+	170.11 171.08	Finance Ass.	199.1	100.0	071-276 4488	Admiralty House, London EC4R 9EP	0242 221 311	Royal Exchange, EC3	071-203 7101	Bridgewater Place, London	0737 370170														
Standard Life Test Mngt Ltd (08291H)	0800-2264822	Proprietary Ass.	118.05 12.00	3.01	41094	Grosvenor Inv. 16+	170.11 171.08	Finance Ass.	199.1	100.0	071-276 4488	Admiralty House, London EC4R 9EP	0242 221 311	Royal Exchange, EC3	071-203 7101	Bridgewater Place, London	0737 370170														
Standard Life Test Mngt Ltd (08291H)	0800-2264822	Proprietary Ass.	118.05 12.00	3.01	41094	Grosvenor Inv. 16+	170.11 171.08	Finance Ass.	199.1	100.0	071-276 4488	Admiralty House, London EC4R 9EP	0242 221 311	Royal Exchange, EC3	071-203 7101	Bridgewater Place, London	0737 370170														
Standard Life Test Mngt Ltd (08291H)	0800-2264822	Proprietary Ass.	118.05 12.00	3.01	41094	Grosvenor Inv. 16+	170.11 171.08	Finance Ass.	199.1	100.0	071-276 4488	Admiralty House, London EC4R 9EP	0242 221 311	Royal Exchange, EC3	071-203 7101	Bridgewater Place, London	0737 370170														
Standard Life Test Mngt Ltd (08291H)	0800-2264822	Proprietary Ass.	118.05 12.00	3.01	41094	Grosvenor Inv. 16+	170.11 171.08	Finance Ass.	199.1	100.0	071-276 4488	Admiralty House, London EC4R 9EP	0242 221 311	Royal Exchange, EC3	071-203 7101	Bridgewater Place, London	0737 370170														
Standard Life Test Mngt Ltd (08291H)	0800-2264822	Proprietary Ass.	118.05 12.00	3.01	41094	Grosvenor Inv. 16+	170.11 171.08	Finance Ass.	199.1	100.0	071-276 4488	Admiralty House, London EC4R 9EP	0242 221 311	Royal Exchange, EC3	071-203 7101	Bridgewater Place, London	0737 370170														
Standard Life Test Mngt Ltd (08291H)	0800-2264822	Proprietary Ass.	118.05 12.00	3.01	41094	Grosvenor Inv. 16+	170.11 171.08	Finance Ass.	199.1	100.0	071-276 4488	Admiralty House, London EC4R 9EP	0242 221 311	Royal Exchange, EC3	071-203 7101	Bridgewater Place, London	0737 370170														
Standard Life Test Mngt Ltd (08291H)	0800-2264822	Proprietary Ass.	118.05 12.00	3.01	41094	Grosvenor Inv. 16+	170.11 171.08	Finance Ass.	199.1	100.0	071-276 4488	Admiralty House, London EC4R 9EP	0242 221 311	Royal Exchange, EC3	071-203 7101	Bridgewater Place, London	0737 370170														
Standard Life Test Mngt Ltd (08291H)	0800-2264822	Proprietary Ass.	118.05 12.00	3.01	41094	Grosvenor Inv. 16+	170.11 171.08	Finance Ass.	199.1	100.0	071-276 4488	Admiralty House, London EC4R 9EP	0242 221 311	Royal Exchange, EC3	071-203 7101	Bridgewater Place, London	0737 370170														
Standard Life Test Mngt Ltd (08291H)	080																														

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cheap rate and 40p/min at all other times. To obtain your free Unit Trust Code Booklet call 071 925 2222.

ID	Price	Yield	Chg	Net	Int. Cst.	Prev. Price	Start Date	Exch. Cst.	Prev. Price	Start Date	Exch. Cst.	Net	Int. Cst.	Prev. Price	Start Date	Exch. Cst.	
JERSEY (REGULATED)*																	
Barclays International Fd Mngt Grp (Jersey) Ltd	1.21	1.75	-0.02	1.20	0.25	1.4782	TSB Trust Funds - Confid.	1.041	1.041	1.041	0.00	1.041	0.25	1.041	0.00	1.041	
America Fund	1.03	1.75	-0.02	1.02	0.25	1.4782	UK Equity	1.041	1.041	1.041	0.00	1.041	0.25	1.041	0.00	1.041	
Japan Int'l Fd	1.03	1.75	-0.02	1.02	0.25	1.4782	Global Bond Fund	1.041	1.041	1.041	0.00	1.041	0.25	1.041	0.00	1.041	
Japan New Gen Fd	1.03	1.75	-0.02	1.02	0.25	1.4782	Europe	1.041	1.041	1.041	0.00	1.041	0.25	1.041	0.00	1.041	
Global Bond Fund	1.03	1.75	-0.02	1.02	0.25	1.4782	TSB Trust Funds	1.041	1.041	1.041	0.00	1.041	0.25	1.041	0.00	1.041	
Global Equity	1.03	1.75	-0.02	1.02	0.25	1.4782	TSB Trust Funds	1.041	1.041	1.041	0.00	1.041	0.25	1.041	0.00	1.041	
International Bond	1.03	1.75	-0.02	1.02	0.25	1.4782	Quality Share	1.041	1.041	1.041	0.00	1.041	0.25	1.041	0.00	1.041	
Corporate Bond	1.03	1.75	-0.02	1.02	0.25	1.4782	Corporate Bond	1.041	1.041	1.041	0.00	1.041	0.25	1.041	0.00	1.041	
International Bond	1.03	1.75	-0.02	1.02	0.25	1.4782	Corporate Bond	1.041	1.041	1.041	0.00	1.041	0.25	1.041	0.00	1.041	
Corporate Bond	1.03	1.75	-0.02	1.02	0.25	1.4782	Corporate Bond	1.041	1.041	1.041	0.00	1.041	0.25	1.041	0.00	1.041	
Corporate Bond	1.03	1.75	-0.02	1.02	0.25	1.4782	Corporate Bond	1.041	1.041	1.041	0.00	1.041	0.25	1.041	0.00	1.041	
Corporate Bond	1.03	1.75	-0.02	1.02	0.25	1.4782	Corporate Bond	1.041	1.041	1.041	0.00	1.041	0.25	1.041	0.00	1.041	
Corporate Bond	1.03	1.75	-0.02	1.02	0.25	1.4782	Corporate Bond	1.041	1.041	1.041	0.00	1.041	0.25	1.041	0.00	1.041	
Corporate Bond	1.03	1.75	-0.02	1.02	0.25	1.4782	Corporate Bond	1.041	1.041	1.041	0.00	1.041	0.25	1.041	0.00	1.041	
Corporate Bond	1.03	1.75	-0.02	1.02	0.25	1.4782	Corporate Bond	1.041	1.041	1.041	0.00	1.041	0.25	1.041	0.00	1.041	
Corporate Bond	1.03	1.75	-0.02	1.02	0.25	1.4782	Corporate Bond	1.041	1.041	1.041	0.00	1.041	0.25	1.041	0.00	1.041	
Corporate Bond	1.03	1.75	-0.02	1.02	0.25	1.4782	Corporate Bond	1.041	1.041	1.041	0.00	1.041	0.25	1.041	0.00	1.041	
Corporate Bond	1.03	1.75	-0.02	1.02	0.25	1.4782	Corporate Bond	1.041	1.041	1.041	0.00	1.041	0.25	1.041	0.00	1.041	
Corporate Bond	1.03	1.75	-0.02	1.02	0.25	1.4782	Corporate Bond	1.041	1.041	1.041	0.00	1.041	0.25	1.041	0.00	1.041	
Corporate Bond	1.03	1.75	-0.02	1.02	0.25	1.4782	Corporate Bond	1.041	1.041	1.041	0.00	1.041	0.25	1.041	0.00	1.041	
Corporate Bond	1.03	1.75	-0.02	1.02	0.25	1.4782	Corporate Bond	1.041	1.041	1.041	0.00	1.041	0.25	1.041	0.00	1.041	
Corporate Bond	1.03	1.75	-0.02	1.02	0.25	1.4782	Corporate Bond	1.041	1.041	1.041	0.00	1.041	0.25	1.041	0.00	1.041	
Corporate Bond	1.03	1.75	-0.02	1.02	0.25	1.4782	Corporate Bond	1.041	1.041	1.041	0.00	1.041	0.25	1.041	0.00	1.041	
Corporate Bond	1.03	1.75	-0.02	1.02	0.25	1.4782	Corporate Bond	1.041	1.041	1.041	0.00	1.041	0.25	1.041	0.00	1.041	
Corporate Bond	1.03	1.75	-0.02	1.02	0.25	1.4782	Corporate Bond	1.041	1.041	1.041	0.00	1.041	0.25	1.041	0.00	1.041	
Corporate Bond	1.03	1.75	-0.02	1.02	0.25	1.4782	Corporate Bond	1.041	1.041	1.041	0.00	1.041	0.25	1.041	0.00	1.041	
Corporate Bond	1.03	1.75	-0.02	1.02	0.25	1.4782	Corporate Bond	1.041	1.041	1.041	0.00	1.041	0.25	1.041	0.00	1.041	
Corporate Bond	1.03	1.75	-0.02	1.02	0.25	1.4782	Corporate Bond	1.041	1.041	1.041	0.00	1.041	0.25	1.041	0.00	1.041	
Corporate Bond	1.03	1.75	-0.02	1.02	0.25	1.4782	Corporate Bond	1.041	1.041	1.041	0.00	1.041	0.25	1.041	0.00	1.041	
Corporate Bond	1.03	1.75	-0.02	1.02	0.25	1.4782	Corporate Bond	1.041	1.041	1.041	0.00	1.041	0.25	1.041	0.00	1.041	
Corporate Bond	1.03	1.75	-0.02	1.02	0.25	1.4782	Corporate Bond	1.041	1.041	1.041	0.00	1.041	0.25	1.041	0.00	1.041	
Corporate Bond	1.03	1.75	-0.02	1.02	0.25	1.4782	Corporate Bond	1.041	1.041	1.041	0.00	1.041	0.25	1.041	0.00	1.041	
Corporate Bond	1.03	1.75	-0.02	1.02	0.25	1.4782	Corporate Bond	1.041	1.041	1.041	0.00	1.041	0.25	1.041	0.00	1.041	
Corporate Bond	1.03	1.75	-0.02	1.02	0.25	1.4782	Corporate Bond	1.041	1.041	1.041	0.00	1.041	0.25	1.041	0.00	1.041	
Corporate Bond	1.03	1.75	-0.02	1.02	0.25	1.4782	Corporate Bond	1.041	1.041	1.041	0.00	1.041	0.25	1.041	0.00	1.041	
Corporate Bond	1.03	1.75	-0.02	1.02	0.25	1.4782	Corporate Bond	1.041	1.041	1.041	0.00	1.041	0.25	1.041	0.00	1.041	
Corporate Bond	1.03	1.75	-0.02	1.02	0.25	1.4782	Corporate Bond	1.041	1.041	1.041	0.00	1.041	0.25	1.041	0.00	1.041	
Corporate Bond	1.03	1.75	-0.02	1.02	0.25	1.4782	Corporate Bond	1.041	1.041	1.041	0.00	1.041	0.25	1.041	0.00	1.041	
Corporate Bond	1.03	1.75	-0.02	1.02	0.25	1.4782	Corporate Bond	1.041	1.041	1.041	0.00	1.041	0.25	1.041	0.00	1.041	
Corporate Bond	1.03	1.75	-0.02	1.02	0.25	1.4782	Corporate Bond	1.041	1.041	1.041	0.00	1.041	0.25	1.041	0.00	1.041	
Corporate Bond	1.03	1.75	-0.02	1.02	0.25	1.4782	Corporate Bond	1.041	1.041	1.041	0.00	1.041	0.25	1.041	0.00	1.041	
Corporate Bond	1.03	1.75	-0.02	1.02	0.25	1.4782	Corporate Bond	1.041	1.041	1.041	0.00	1.041	0.25	1.041	0.00	1.041	
Corporate Bond	1.03	1.75	-0.02	1.02	0.25	1.4782	Corporate Bond	1.041	1.041	1.041	0.00	1.041</td					

CURRENCIES, MONEY AND CAPITAL MARKETS

MONEY MARKETS

Dollar rally halted

The spectacular rise of the dollar on the foreign exchange markets last week came to an abrupt halt on Friday afternoon in London, as a wave selling cut 8 pennies from the value of the US currency, writes Simon London.

This was followed in New York by some well-timed intervention by the Bank of Japan and the Federal Reserve, selling dollar against the yen. The US currency fell to just above Y124 from Y127.45 at the close in London.

This sudden decline underlined that the rally of the

UK clearing bank base lending rate

18.5 per cent

from September 4, 1991

dollar so far this year has been a fragile affair, driven by technical factors rather than a reappraisal of economic fundamentals.

After all, the only optimistic news to come out of the US this period was better than expected non-farm payroll

E IN NEW YORK

Jan 17 Close % Change

US 1.7955 -1.7945 1.7930 -1.7945

1 month 1.7955 -1.7945 1.7930 -1.7945

3 months 2.20 -2.17 2.18 -2.17

12 months 1.92 -1.77 1.92 -1.77

Forward premium and discounts apply to the US dollar

STERLING INDEX

Jan 17 Close % Change

US 90.5 90.5 90.5

1 month 90.5 90.5 90.5

3 months 90.5 90.5 90.5

12 months 90.5 90.5 90.5

Forward premium and discounts apply to the US dollar

OTHER CURRENCIES

Jan 17 £ \$

Argentina 1.7540 0.9000 0.9160

Bahrain 1.2120 1.2082 1.2082 1.2082

Belgium 7.7765 7.7025 4.4230 4.4280

Bulgaria 1.3430 1.3430 1.3430 1.3430

Canada 1.3430 1.3430 1.3430 1.3430

China 250.00 250.00 250.00 250.00

Denmark 1.7425 1.7540 1.7540 1.7540

Egypt 1.3430 1.3430 1.3430 1.3430

Finland 1.4205 1.4205 1.4205 1.4205

Greece 1.3430 1.3430 1.3430 1.3430

Hong Kong 1.3430 1.3430 1.3430 1.3430

Iceland 1.3430 1.3430 1.3430 1.3430

Ireland 1.3430 1.3430 1.3430 1.3430

Italy 1.3430 1.3430 1.3430 1.3430

Japan 1.3430 1.3430 1.3430 1.3430

Korea 1.3430 1.3430 1.3430 1.3430

Luxembourg 1.3430 1.3430 1.3430 1.3430

Netherlands 1.3430 1.3430 1.3430 1.3430

New Zealand 1.3430 1.3430 1.3430 1.3430

Norway 1.3430 1.3430 1.3430 1.3430

Portugal 1.3430 1.3430 1.3430 1.3430

Spain 1.3430 1.3430 1.3430 1.3430

Sweden 1.3430 1.3430 1.3430 1.3430

Switzerland 1.3430 1.3430 1.3430 1.3430

U.K. 1.3430 1.3430 1.3430 1.3430

U.S.A. 1.3430 1.3430 1.3430 1.3430

Yugoslavia 1.3430 1.3430 1.3430 1.3430

Yuan 1.3430 1.3430 1.3430 1.3430

LONDON SHARE SERVICE																																			
AMERICANS		BUILDING MATERIALS - Cont.														CONTRACTING & CONSTRUCTION - Cont.														ENGINEERING - GENERAL - Cont.					
Abbott Labs.	Notes	Wkds	Div	Dividend	Last	City	Notes	Wkds	Div	Dividend	Last	City	Notes	Wkds	Div	Dividend	Last	City	Notes	Wkds	Div	Dividend	Last	City	Notes	Wkds	Div	Dividend	Last	City					
Abbey & W.		Wkds	Div	Dividend	Last	City	Abbott Labs.	Wkds	Div	Dividend	Last	City	Abingdon	Wkds	Div	Dividend	Last	City	ABCI Units	Wkds	Div	Dividend	Last	City	ABCI Units	Wkds	Div	Dividend	Last	City					
ABCNet		55	1.7	\$100	FidelityAvc	10.11.1993	ABCNet	Wkds	579	9.9	1.0	20. May Dec	30.9.2000	ABCNet	Wkds	122	76	2.0	15 Sep	14.10.2000	ABCNet	Wkds	413	12	2.0	24. April	11.11.2000	ABCNet	Wkds	413	12	2.0	24. April	11.11.2000	
Aeroflot		115	1.5	300	FidelityAvc	10.11.1993	Aeroflot	Wkds	145	1.0	0.1	20. May Dec	20.9.2000	Aeroflot	Wkds	142	76	2.0	15 Sep	12.10.2000	Aeroflot	Wkds	413	12	2.0	24. April	11.11.2000	Aeroflot	Wkds	413	12	2.0	24. April	11.11.2000	
American Standard		142	1.0	500	Nickele	31.1	American Standard	Wkds	470	1.5	2.0	1. Jan Feb	10.9.1993	American Standard	Wkds	147	51	2.0	17 Oct	11.12.2000	American Standard	Wkds	413	12	2.0	24. April	11.11.2000	American Standard	Wkds	413	12	2.0	24. April	11.11.2000	
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Amoco		125	0.5	1.0	100	Nickele	31.1	Amoco	Wkds	41	5.0	0.1	2.1 Nov	20.9.2000	Amoco	Wkds	148	1.0	0.1	2.1 Nov	20.9.2000	Amoco	Wkds	148	1.0	0.1	2.1 Nov	20.9.2000	Amoco	Wkds	148	1.0	0.1	2.1 Nov	20.9.2000
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MONDAY PROFILE

Courage of a Russian reformer

Leyla Boulton on Yegor Gaidar, the man with the gargantuan task of reshaping the economy

There are a lot of risk factors, but they don't guarantee us a fatal blow." This is how Mr Yegor Gaidar, the first Russian leader to conduct market reform rather than talk about it, calmly sums up his terrifying job.

Indeed, the first quality which strikes you about this short, balding, 35-year-old economist, who is deputy prime minister in charge of economic reform, is his steely courage. A superpower bristling with nuclear weapons has collapsed, production is in free-fall, hyperinflation looms, the army is large and hungry, and he has very little time to switch the country to a market system after 74 years of Com-munist rule.

"I feel like a chess player who is not only playing a very difficult match, but who is also surrounded by other players who may at any time sweep my pieces off the board," this former journalist told the Foreign Correspondents' Association in Moscow over dinner last week.

There are ambitious politicians waiting in the wings to exploit the unpopularity of his reforms for personal gain. Some of the country's best economists – including Mr Nikolai Petrakov and Mr Grigory Yavlinsky, who themselves were unable to achieve any results while advising Mr Gorbachev – have sourly rallied against him.

And with the west still nostalgic about Mr Gorbachev and the union, western states may be tragically late in throwing their full weight behind President Boris Yeltsin's courageous and able government.

A former economics commentator for Pravda, the Communist party daily, Mr Gaidar is one of a group of talented young economists who were taught by Professor Stanislav Shatalin, the veteran economist and author in 1990 of the 500-day plan for radical reform.

A scion of the Soviet establishment – his grandfather was a popular author of children's books and his father a rear-admiral – Mr Gaidar used his privileged position to spend much of his career studying ways of abandoning the system, before his rapid rise to the top.

Although some of the criticism by fellow economists is sour grapes, Mr Gaidar himself is aware that his reforms are far from perfect. But he says simply that there is no alternative, and he is no doubt right.

After a lengthy period of populist policies which led this economy towards full collapse,

we are having to take responsibility for changing course and adopting harsh measures," he says with a suave smile. "We never expected such measures to be either painless or politically profitable."

The state can no longer afford to keep up with food subsidies because producer prices are out of control. It cannot print any more money without totally destroying the economy. The financial crisis is too pressing to wait for structural reforms, which should have been started a few years ago by predecessors who preferred to talk about market reforms rather than act on them.

Endowed with a sort of Levantine charm – his oriental sounding surname is a *nom de guerre* picked up by an ancestor – Mr Gaidar has had to acquire basic survival skills quickly. For somebody who has never been in politics before, he has learned fast.

After a first gaffe – when he declared that the present central bank chief would be replaced before he had even agreed to go – Mr Gaidar is polite and tactful about everyone, and that includes Mr Russian Khasbulatov, the thuggish parliamentary chairman who has taken no such pains when attacking him.

Although still a little clumsy in public, Mr Gaidar is articulate and endowed with a biting sense of humour and a coolly rational mind.

Almost comically dwarfed by the rostrum from which he defended his policies in parliament last week, Mr Gaidar warned deputies that the greatest threat to his reforms was that of panic.

He said that it would be panic to reimpose price controls, loosen credit policy, increase public spending, give in to limitless pay claims and lower taxes at a time when financial stabilisation was a key priority.

With price liberalisation under way, the government is now getting to grips with privatisation and the next stages of financial stabilisation (including a tight budgetary and monetary policy). The government also has to deal with the defence industry's conversion to civilian uses – defence procurement this year is down to 15 per cent of last year's level.

The task is gargantuan, but not hopeless. The Russian people, exhausted by five years of wavering, may well give this government a chance, simply because it is at least taking action.

Mr Gaidar, who leaves his



I feel like a chess player*

government dacha at 7.30am and gets home from the office at 11.30pm, is putting everything into the job. "I have no news of how my family is doing because I hardly ever see them."

Unlike previous Communist administrations, this government is not only serious about market reforms, but competent and well-advised.

Mr Yeltsin has so far stoically stood by the government he appointed last October. But the Russian government's

PERSONAL FILE

1956 Born in Moscow.
1977 Graduates in economics from Moscow State University.

1987 Economics editor of *Kommunist* periodical.
1988 Co-authors with Professor Stanislav Shatalin Social and Economic Problems of Perestroika and Economic Reforms.

1990 Economics editor of *Pravda*.
1991 Director of Economic Policy Institute.

Oct 1991 Appointed Russia's deputy prime minister responsible for economic policy.

pleas for massive financial help to achieve results – going behind humanitarian aid which will be discussed in Washington later this week – should not be discarded as in the past. Much of the government's success depends on its ability to keep the population fed with basics such as bread and to cushion it against the worst effects of reform until market mechanisms can begin to take effect.

In contrast to the chaos and back-biting of the previous administration, this government is also refreshing; hence the feverish attempts to make the reforms irreversible.

The problem is not whether Gaidar lasts – because he will last; how long Yeltsin is prepared to give him political support to carry out reforms before he becomes too much of a political liability," says one western diplomat.

However, they are not without their domestic critics. Reaproaching them for their youth and lack of political experience, Vice-President Alexander Rutskoi, an Afghan war hero with no knowledge of economics, recently referred to the cabinet as "little boys in pink shorts".

The problem with Russia, as it tries to switch to market economics after decades of socialist planning, is that its older generation tends to have the wrong kind of experience for such an undertaking. It seems to be only the younger generation that can adapt to both new ideas and new methods of work – witness the rise of the young economist, Mr Yavlinsky, to chief Soviet economic strategist after the coup.

Such a generation gap is not new in Russia. Ivan Turgenev, the great Russian writer, captured a similar divide in the 19th century with Fathers and Sons, a novel contrasting the intellectual older generation – looking for change but tied to the old regime – and young radicals attached to western ideas.

This has produced the striking sight of Mr Yeltsin, the former party boss, shielding with his personal authority a government whose policies he may not understand, but which he has embraced intuitively.

This is all to the good. There has long been a deep contradiction at the heart of France's European policy, between the active pursuit of integration in political and economic affairs, and the doctrinaire refusal to integrate in defence. The integration is in deficit. The contradiction has become even more stark during the past year, after France (with Germany) openly started pressing the case for a European defence policy, without abandoning the traditional Gaullist rhetoric at home in relation to the European table.

"The nuclear question is posed," says one. "We need to ask what is the future of nuclear deterrence in Europe, after the dissolution of the Soviet enemy?" There is no longer a French taboo. This reinforces the credibility of our approach to European defence; we shall be seeking the reactions of the British and the Germans."

It will take more than a few oblique phrases to wipe out 30 years of Gaullism, however. A senior German diplomat was sceptical: "This is new; but I am not sure it means a lot. It is hardly likely that Mitterrand will offer to discuss nuclear integration."

These Gaullist hang-ups are now being discarded in a fairly systematic way. In November, Mitterrand endorsed the development of a European defence role, through the creation of "integrated and multinational European structures". It was a historic compromise. The US has stopped pressuring the French to rejoin Nato, and the French have stopped objecting to military integration. That removed the last obstacle to an agreement at Maastricht on the objective of a European defence.

On the face of it, the suggestion is a reckless provocation at the heart of the French body politic. Most of the French public, Frankly shocked at the integrated structure of Nato, and for an even longer period it has proclaimed that its nuclear arsenal is independent from those of its allies. This insistence on independence may have played a key role in maintaining popular support for France's nuclear policy; it has been a constant feature of the stock-in-trade of all mainline politicians for a generation.

Deliberately to suggest the development of a European nuclear doctrine, therefore, would seem foolhardy, if premature. Mr Mitterrand's immediate need is popular support

and formal ratification for the Maastricht treaties on economic and political union.

These treaties already call for far-reaching shifts of national sovereignty between France and the emerging federal structures in Europe. They do not explicitly require any extra change in French nuclear doctrine; so it seems gratuitous to give the national nuclear consensus an extra shake before it is absolutely necessary.

That, at least, was what I thought when I read his speech. But it appears to be wrong. Since he spoke, there has been almost no reaction from the political establishment in France. One choleric protest came from Mr Jacques Baumel, a unreconstructed Gaullist politician of the old school; but it turned out that he had misunderstood what President Mitterrand had said. By contrast, Mr Bernard Bosson of the pro-European centrist CDS party, had not misunderstood and warmly approved.

For the moment, President Mitterrand's tease did not stir up enough leading politicians of all – not even the top brass of the Gaullist party. Of course,

it will not exist for decades.

President Mitterrand's proposal for the development of a European nuclear doctrine, is bolder, because it could start to happen more quickly.

So what does he have in mind? Officials smile and shrug. If Mr Mitterrand has something precise in mind, he must be keeping it to himself.

They say his main objective is political, not technical: the central fact is that he has, for the first time, placed the question of French nuclear weapons on the European table.

"The nuclear question is posed," says one. "We need to ask what is the future of nuclear deterrence in Europe, after the dissolution of the Soviet enemy?" There is no longer a French taboo. This reinforces the credibility of our approach to European defence; we shall be seeking the reactions of the British and the Germans."

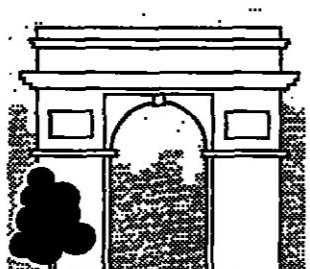
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IAN DAVIDSON

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The forgotten virtue of saving

Campaigning in New Hampshire, President George Bush promised to unveil a long-term growth package in next week's State of the Union address. Judging from subsequent leaks in Washington, however, the reality will fall far short of the rhetoric.